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United States
Department of Defense

Evaluation of the
DoD Safety Program

December 12, 2008
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**DoD Civilian
Safety Survey**



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Maj. Gen. John R. Vines, Commander Coalition Task Force 82, and Brig. Gen. C. William Fox, Deputy Chief Joint Staff 180, salute as the remains of an airman killed in action pass by them, during a ceremony held at Bagram Air Field, Afghanistan.

(U.S. Army photo by Sgt. 1st Class Milton H. Robinson)



Active Duty

Aviation Ordnanceman Airman Brian Miller of Cleveland, Ohio, assigned to the "Mighty Shrikes" of Strike Fighter Squadron Nine Four secures the fins on an AIM-7 Sea Sparrow missile attached to an F/A-18E Super Hornet on the flight deck of the nuclear powered aircraft carrier USS Nimitz (CVN 68).

(U.S. Navy photo by Photographer's Mate 3rd Class Maebel Tinoko)

Civilian

A civilian construction worker removes a nail from a board during construction of a new cement security wall, Incirlik Air Base, Turkey.

(U.S. Air Force photo by Senior Airman Matthew Hannen)



Guard & Reserve

Pfc. Melissa M. Telaak, from 1st Platoon, 164th Military Police Company, pulls convoy security duty in Kabul, Afghanistan.

(This photo appeared on www.army.mil)

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Evaluation of the DoD Safety Program

DoD Civilian Safety Perception Survey Results

December 2008

Inspections & Evaluations

A Crystal Focus Review



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The Directorate of Inspections and Evaluations conducts objective and independent customer-focused management and program inspections addressing areas of interest to Congress and the Department of Defense, and provides timely findings and recommendations leading to positive changes in programs.

Purpose

This report describes the results of the 2007 Department of Defense (DoD) biennial safety perception survey for the DoD Civilian population group. Since 2003, the Secretary of Defense has issued several memoranda directing senior leaders to reduce preventable accidents. On May 30, 2007, the Secretary of Defense established the goal of “zero preventable accidents.” This survey is one of many DoD Inspector General (IG) efforts to assist the DoD community at-large to prevent accidents and improve the Department’s safety program. The offices of the Secretary of Defense, Combatant Commanders, and Services should review these results to measure safety climate and cultural changes, identify trends, and target safety prevention opportunities.

Methodology and Scope

To establish a sustainable safety survey process, in 2004 the DoD IG partnered with the National Safety Council (NSC) and the Defense Manpower Data Center to develop and administer a DoD safety perception survey for three population groups—Active Duty, DoD Civilians, and Guard and Reserves. The first series of surveys were completed in 2005. Subsequently, the Under Secretary of Defense for Personnel and Readiness requested that the surveys be repeated every two years, using the 2005 results as a baseline for measuring changes and progress.

The DoD IG team adapted the 50-question NSC Safety Barometer Survey and modified it to fit the DoD environment. This methodology allows the survey results to be compared against the Safety Barometer Survey database of over 230 organizations. The 2007 survey was sent to 102,490 personnel, and 66,970 responded for a 65.3 percent response rate. The items are grouped into six main program categories: 1-Leadership Participation, 2-Supervisor Participation, 3-Personnel Participation, 4-Safety Support Activities, 5-Safety Support Climate, and 6-Organizational Climate.

Survey Results

The overall civilian percentile score was a moderate 53 out of a possible 100. Civilian scores were above the 50th percentile for 24 of the 50 survey items. Overall, this ranks the perception of civilian personnel as average; a slight decrease from the 2005 Survey moderate score of 56. Higher-ranking grades tended to generate more positive perceptions among Civilian personnel, although this trend is stronger within some grade groups than in others. Dissimilarities in perceptions among work locations were found, with those in Clinic/Hospital and Ship having the most positive perceptions. However, Ship staff also exhibited the largest decline among work locations. Those in Other Location and Outdoor/Field have the least positive perceptions. The Air Force again generated the most positive safety program perceptions, although there was a 10 point decline since 2005. Army and Navy results continue to be moderate. Marine Corps is the only branch of Service that showed improvement since 2005. DoD Agencies and Activities respondents had the least positive perceptions.

GENERAL INFORMATION

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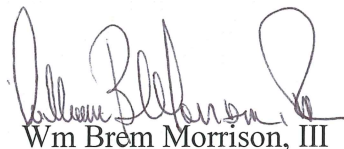
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We are providing this report for your information and use. No written response to this report was required, and none was received. Therefore, we are publishing this report in final form.

We appreciate the courtesies extended to the staff. Please direct questions to Mr. Gregory D. Sampson at (703) 604-9104 (DSN 664-9104) or Mr. George P. Marquardt at (703) 604-9159 (DSN 664-9159). See Appendix J for the report distribution.



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1 Department of Defense Safety Perception Surveys—2007

1.1 Introduction

This report describes the results of the second series of the DoD biennial safety perception survey for the DoD Civilian population group.

As one of many initiatives to improve the Department of Defense (DoD) safety program, the Under Secretary of Defense for Personnel and Readiness directed the use of the biennial safety perception survey to periodically measure the DoD safety climate and culture. The first series of the survey were completed in 2005—and serves as the baseline for this and subsequent surveys.

The survey looks at three population groups:¹

- Active Duty (enlisted and officers O-6 and below, all Services)
- DoD Civilians (all grades below Senior Executive Service)
- Guard and Reserves (enlisted and officers O-6 and below, all Services)

As designed, this report, and follow-on reports, can be used to compare and contrast results against the 2005 baseline survey. Therefore, DoD personnel, program managers, and decision makers can examine the results to measure safety climate and culture changes, identify trends, and target safety prevention opportunities.

Completed safety survey reports are posted on <http://www.dodig.mil/Inspections/IE/Reports.htm>

1.2 Survey Purposes and Objectives

The purposes of the survey program are to:

- Assist DoD managers develop strategies to improve the effectiveness of the DoD safety program;
- Facilitate management's processes to achieve the Department's goal of zero preventable accidents.²

The objectives of the survey program are to:

- Measure employees' perceptions of the safety culture throughout DoD;
- Establish a safety climate baseline for 2005 and biennially measure progress against that baseline.

1 The DoD IG also administered a safety survey to all DoD senior leaders—and that survey will be repeated every four years (see <http://www.dodig.mil/Inspections/IE/Reports.htm>).

2 See App A for Secretary of Defense Memorandum, "Zero Preventable Accidents," May 30, 2007.

Safety Culture consists of values, attitudes, perceptions, competencies and behavior of the people that make up the organization. In an organization with a positive safety culture there are high levels of trust; people agree that safety is important and that safety management systems are effective.

Safety Climate consists of attitudes and perceptions but does not contain values, competencies and behavior. It differs from safety culture since it is specific to one time and location. It can be used as an indicator of the underlying safety culture.

These definitions indicate that safety climate is a sub-set of safety culture, which is a broader, more enduring organizational feature.

1.3 Background

The DoD Inspector General partnered with the National Safety Council (NSC) (<http://www.nsc.org/>) and the Defense Manpower Data Center (<http://www.dmdc.osd.mil/>) to develop, administer, and analyze the safety surveys.

The DoD IG team adapted the NSC *Safety Barometer Survey* and modified it to fit the DoD environment. The survey captured employees' perceptions on a broad spectrum of elements that contribute to successful safety management. Over 230 organizations—in and out of government—have used the Safety Barometer Survey and the NSC maintains a data base of all the survey results. Consequently, the data base provides an excellent repository to benchmark results against other organizations and to generate comparative percentile scores on a scale of 0 to 100. A further benefit of this approach is that management can analyze the responses at the lower end of the percentile scores and identify and prioritize potential problem areas.

The 2005 perception survey consisted of 50 questions: 46 were adapted from NSC's 50 Safety Barometer questions and 4 were customized to include DoD special interest in off-duty safety issues.³ The 2007 survey used all 50 questions in the original NSC survey and deleted the customized questions. This change had no statistical effect on the comparison of individual items, program categories, and any other sub-groups. These can be compared across survey years with sound statistical certainty. Because of these changes, though, survey statements were assigned different identifiers across survey years. The "question number key" in Appendix D cross-references NSC numbers used in this report with those used in the 2005 report.

The Defense Manpower Data Center administered the safety survey as part of the Status of Forces annual survey. Response rates for the 2007 and 2005 surveys for the three population groups are shown. The response rates are considered "good" for this type of survey.

Survey Response Rates

Population Group	2007 (%)	2005 (%)
Active Duty	31	48
DoD Civilian	65	63
Guard and Reserves	33	36

³ The Senior Leader survey conducted in 2005 had 17 questions—12 multiple choice, 3 demographic, and 2 open-ended, write-ins. The next Senior Leader survey is planned for 2009.

2 Summary – Civilian Safety Perception Survey

2.1 Overview

The DoD safety perception survey was a Web-based survey sent to 233,747 DoD active duty, civilian, and reserve item personnel in the spring of 2007 as part of the Defense Manpower Data Center Status of Forces Survey. Of the 102,490 civilians selected to receive the survey, 66,970 eligible respondents completed the survey. The weighted response rate was 65.3 percent.

This survey was designed to assess the overall safety climate of the Department of Defense as perceived by the Department of Defense member. The survey had 50 items. The 50 items were grouped into six standard program categories: 1-Leadership Participation, 2-Supervisor Participation, 3-Personnel Participation, 4-Safety Support Activities, 5-Safety Support Climate, and 6-Organizational Climate.

2.2 Results

2.2.1 Summary of Results

Personnel who participated in the Safety Barometer survey were asked to indicate their level of agreement or disagreement with a variety of safety and work-related statements. Respondents replied on a 5-point scale from strongly agree to strongly disagree.

Civilian survey responses were compared with responses from the 232 participating organizations in the National Safety Council (NSC) database at the time of the initial DoD survey in 2005. These responses generate comparative percentile values. The overall civilian percentile score was a moderate 53 out of a possible 100, a slight decrease from the same population's moderate score of 56 in 2005. Civilian scores on the six standard safety program categories ranged from a moderately low 30 percent for Personnel Participation to a moderately high 76 percent for Organizational Climate. Civilian average response scores are above the 50th percentile for 24 of the 50 individual standard items in the survey, a slight increase from 21 above average items in 2005.

The safety program items with comparative percentile scores below 50 percent should receive attention. Civilians scored below the mean on the 26 Safety Barometer items listed below. There are 22 repeat items which from the 2005 survey are noted with the date at the end of the item title. This convention is used throughout the report.

They are presented in order from lowest (6) to highest (49) percentile score.

- *Personnel believing that their actions can protect other personnel - 2005*
- *Personnel identifying and eliminating hazards - 2005*
- *Effectiveness of command safety officer in improving safety conditions - 2005*
- *Personnel following lockout/tagout procedures - 2005*
- *Belief that personnel understand safety regulations - 2005*
- *Personnel being involved in safety practices - 2005*
- *Leadership stressing the importance of safety in communications - 2005*
- *Unit personnel assignment stability*
- *Leadership participating in safety activities on a regular basis - 2005*
- *Leadership publishing a policy on the value of personnel safety - 2005*
- *Leadership setting annual safety goals - 2005*
- *Frequency of safety meeting occurrence - 2005*
- *Presence of safety training in new personnel orientation - 2005*
- *Supervisors understanding personnel's job safety problems - 2005*
- *Supervisors maintaining a high safety performance standard - 2005*
- *Personnel taking part in the development of safety requirements - 2005*
- *Supervisors acting on personnel safety suggestions - 2005*
- *Belief that leadership insists supervisors think safety - 2005*
- *Availability of safety officer to provide assistance - 2005*
- *Supervisors providing helpful safety training - 2005*
- *Belief that leadership is sincere in safety efforts*
- *Supervisors reducing personnel's fear of reporting safety problems*
- *Belief that leadership shows it cares about personnel safety - 2005*
- *Personnel using standardized precautions for hazardous materials*
- *Perception that the safety officer has high status - 2005*
- *Frequency of detailed and regularly scheduled inspections - 2005*

Higher grades generated more positive perceptions within civilian personnel grade groups, with some exceptions. Dissimilarities in perceptions among work locations were found, with those in Clinic/Hospital and Ship having the most positive perceptions while those in Other Location and Outdoor/Field hold the least positive perceptions. Branch of Service analyses show the Air Force again generating the most positive safety program perceptions, although its overall percentile score decreased from a moderately high 72 in 2005 to its current score of 62. The only branch of Service that improved since 2005 is Marine Corps, with an increase for a moderately low 37 in 2005 to a slightly below average 45 in 2007. Army and Navy continue to generate moderate perceptions with overall scores of 52. DoD Agencies/Activities have the least positive perceptions, generating an overall score of 43.

2.2.2 Use of Results

The findings in this report should be used as a guide for making safety program improvements. The comparative percentile scores may aid in establishing improvement priorities in DoD overall, as well as tailoring improvements to specific subgroups with low scores. The data should also be compared to 2005 results to measure and identify trends in safety perceptions.

3 Civilian Safety Perception Survey Results

3.1 Introduction

This report documents the biennial 2007 results of the civilian portion of the DoD Safety Perception Survey, to include comparison to the initial 2005 survey of civilian personnel. This survey was designed to assess the overall safety climate of the Armed Services, both on- and off-duty, including active duty, civilian (Report IE 2009-002), and Guard and Reserve component (Report IE 2009-003) members.

3.2 The National Safety Council Partnership

In April 2005, the DoD IG entered into a contract arrangement with the National Safety Council (NSC) to assist the evaluation team develop, administer, and analyze the safety perception surveys. To the extent possible, the survey design was based on the NSC Safety Barometer survey, which allowed the evaluation team to benchmark results against the NSC database of responses from 232 government and non-government organizations. Inclusion of benchmarked data offers additional perspective to understand population perceptions. A further benefit of this approach was the capability to generate a prioritized problem area list based on the comparison.

The analyses that follow compare civilian responses to other organizations' responses in the NSC database by using comparative percentile scores. Responses by personnel subgroups were also compared to develop a more specific understanding of each subgroup's assessment, with priorities customized and targeted for each group. The results can be used to facilitate management decisions to improve the safety program and reduce mishap and accident rates.

3.3 Survey Administration

3.3.1 Survey Form

To take advantage of the NSC data base, the questions and responses were adapted to be compatible with the Safety Barometer survey and used a 5-point scale from strongly agree to strongly disagree. The standardized items were based on climate-related statements in the Safety Barometer survey, with slight wording changes to adapt the statements to DoD terminology. They represent six fundamental safety program categories:

- ◆ Leadership Participation
- ◆ Supervisor Participation
- ◆ Personnel Participation
- ◆ Safety Support Activities
- ◆ Safety Support Climate
- ◆ Organizational Climate

3.3.2 Web-Based Survey

The Defense Manpower Data Center (DMDC) conducted this survey via the Web as part of an annual Status of Forces survey. DMDC collected data and provided a consolidated data-set to the NSC. See Appendix B for methodology.

3.4 Survey Analysis

3.4.1 Survey Questions

Items in the survey present either a positive or negative description or perception of the safety program. For example, “Good teamwork exists within our unit” is a positive item, while “Safety takes a back seat to performing duties” is a negative item. Interspersing negative and positive items helps ensure respondents focus on the topic of the questions, rather than give a blanket response for all items.

3.4.2 Survey Analysis

For each item, an average response score is determined by assigning a value of +2 for a strongly positive response; +1 for a positive response; 0 for a neutral response; -1 for a negative response; -2 for a strongly negative response; and then calculating the average value of all responses for that item. For example, a survey response of “Strongly Agree” is scored +2 for a positive item such as “Good teamwork exists within our unit.” However, a response of “Strongly Agree” is scored -2 for “Safety takes a back seat to performing duties,” because it is a strongly negative response. In order to compare items and rank order their average response scores, all statements must be construed as positive. A higher average response score then indicates a more favorable response than a lower average response score, and items can be compared as apples to apples. For the scores to make sense as presented in the following figures, negative items such as “Safety takes a back seat...” are changed to, “Priority of safety issues relative to performing duties...” a positive rephrasing. See Appendix E for more information regarding methods of analysis.

The tables, figures, and charts to follow present safety program issues ranked by priority. Analyzing data from demographic subgroup identifiers allows for comparing responses across personnel categories, and ultimately, setting priorities at the subgroup level. Inferences regarding the prioritization of problem areas can be made from these graphics.

Response frequency and percent distribution of responses for all survey items are shown in Appendix D. Response frequency and percentage distributions by grade, work location, and Service are presented in appendixes F, G, and H, respectively. Appendix I is the list of acronyms, and Appendix J is the report distribution list.

3.5 Results

3.5.1 Results for the Total Population as Compared to the NSC Database

Table 1 (see page 9) shows the percent distribution of responses, the average response score, and a comparative percentile score (first column of numbers) for each item. The comparative percentile score measures how civilian survey participants' opinions compare to the 232 organizations in the NSC database for each of the 50 standard Safety Barometer items. A comparative percentile score expresses the percentage of database companies with a lower average response score than civilian respondents.

Table 1
Percentile Scores, Percent Distribution of Responses, and Average Response Scores

Category ¹	Statement Number and Component	Percentile Score ²	Percent Distribution of Responses					Average Response Score ³
			Strongly Positive	Positive	Neutral	Negative	Strongly Negative	
PP	1 Personnel identifying and eliminating hazards	16	15.3%	56.7%	20.4%	6.6%	1.0%	0.79
OC	2 Frequency of personnel/leadership interactions	50	10.9%	49.6%	25.2%	11.6%	2.7%	0.54
SSC	3 Priority of safety issues relative to performing duties	73	15.7%	46.8%	23.1%	10.9%	3.5%	0.60
PP	4 Personnel being involved in safety practices	26	6.1%	37.1%	39.9%	14.7%	2.2%	0.30
SP	5 Supervisors maintaining a high safety performance standard	36	15.5%	47.1%	31.6%	4.3%	1.4%	0.71
SSA	6 Frequency of detailed and regularly scheduled inspections	49	10.6%	46.0%	34.5%	7.2%	1.7%	0.57
LP	7 Leadership stressing the importance of safety in communications	27	8.0%	36.6%	30.6%	20.5%	4.2%	0.24
SSA	8 Frequency of safety meeting occurrence	33	6.5%	30.3%	40.4%	19.0%	3.8%	0.17
OC	9 Condition of unit teamwork	90	13.8%	53.3%	22.2%	8.1%	2.6%	0.67
SSC	10 Belief that leadership shows it cares about personnel safety	48	14.5%	50.8%	26.9%	5.7%	2.1%	0.70
PP	11 Personnel believing that their actions can protect other personnel	6	19.7%	61.9%	16.5%	1.4%	0.4%	0.99
SP	12 Supervisors behaving in accord with safety procedures	55	21.1%	51.5%	19.9%	5.7%	1.8%	0.85
SSA	13 Presence of personnel well-trained in emergency response	54	10.2%	44.7%	35.3%	7.9%	1.9%	0.53
LP	14 Leadership publishing a policy on the value of personnel safety	29	12.0%	47.8%	32.1%	6.7%	1.4%	0.62
SSA	15 Thoroughness of near miss accident/incident investigation	62	10.1%	36.7%	45.9%	5.5%	1.9%	0.48
OC	16 Condition of personnel morale	62	7.0%	29.8%	28.4%	23.6%	11.3%	-0.03
SSC	17 Belief that leadership does more than law requires	50	8.6%	34.9%	36.4%	16.5%	3.5%	0.29
PP	18 Belief that personnel understand safety regulations	25	16.4%	64.5%	16.2%	2.3%	0.6%	0.94
SP	19 Supervisors enforcing safe job procedures	53	14.7%	54.0%	27.4%	3.1%	0.8%	0.79
PP	20 Personnel using standardized precautions for hazardous materials	48	14.3%	46.3%	37.2%	1.5%	0.6%	0.72
LP	21 Leadership providing adequate safety staff	57	10.0%	46.3%	36.4%	5.9%	1.4%	0.58
SSA	22 Effectiveness of recognition programs in promoting safe behavior	53	4.6%	22.9%	53.0%	15.8%	3.7%	0.09
SSC	23 Safety standard level relative to standard duty performance level	62	4.1%	22.9%	52.2%	17.7%	3.2%	0.07
SP	24 Supervisors understanding personnel's job safety problems	36	10.0%	47.0%	38.4%	3.7%	0.9%	0.62
PP	25 Personnel following lockout/tagout procedures	20	9.6%	30.6%	52.9%	5.3%	1.7%	0.41
SSA	26 Presence of safety training in new personnel orientation	33	14.8%	46.1%	31.2%	6.6%	1.3%	0.67
SSC	27 Belief that leadership is sincere in safety efforts	46	15.7%	55.3%	24.3%	3.7%	1.1%	0.81
SP	28 Supervisors acting on personnel safety suggestions	41	9.4%	40.6%	40.7%	7.4%	1.8%	0.48
SSA	29 Occurrence of emergency response procedures testing	66	10.0%	40.3%	35.1%	11.8%	2.8%	0.43
SSA	30 Effectiveness of command safety officer in improving safety condition	19	7.7%	35.9%	49.4%	5.5%	1.5%	0.43
LP	31 Leadership setting a positive safety example	74	10.6%	46.0%	36.3%	5.7%	1.4%	0.59
SP	32 Supervisors integrating safety into the performance of duties	53	10.4%	43.2%	39.2%	6.1%	1.1%	0.56
SSA	33 Quality of preventative maintenance system operation	63	5.8%	28.1%	48.7%	13.5%	3.9%	0.18
LP	34 Leadership participating in safety activities on a regular basis	29	8.1%	36.4%	47.1%	6.9%	1.5%	0.43
SSC	35 Perception that the safety officer has high status	49	7.8%	29.2%	52.7%	8.2%	2.2%	0.32
SSC	36 Belief that hazards not fixed right away will still be addressed	77	7.6%	40.1%	39.5%	10.6%	2.1%	0.41
PP	37 Personnel take part when accident or incident investigations occur	59	6.3%	39.2%	48.6%	5.0%	0.9%	0.45
SP	38 Supervisors providing helpful safety training	46	7.6%	41.3%	43.4%	6.4%	1.2%	0.48
SSC	39 Perception that medical facilities are sufficient	53	8.4%	41.3%	39.0%	7.8%	3.5%	0.43
LP	40 Leadership including safety in job promotion reviews	74	8.8%	30.9%	49.3%	8.2%	2.8%	0.35
SSA	41 Availability of safety officer to provide assistance	45	9.9%	42.2%	39.8%	6.5%	1.6%	0.52
OC	42 Unit personnel assignment stability	27	5.5%	38.7%	43.0%	10.5%	2.3%	0.35
SP	43 Supervisors reducing personnel's fear of reporting safety problems	47	11.7%	47.7%	32.3%	6.3%	1.9%	0.61
SP	44 Supervisors investigating safety incidents	73	9.9%	41.4%	43.3%	4.3%	1.1%	0.55
SSC	45 Perception that good environmental conditions are kept	68	8.4%	45.9%	27.5%	13.4%	4.8%	0.40
PP	46 Personnel using necessary personal protective equipment	55	7.7%	34.2%	46.4%	9.7%	1.9%	0.36
OC	47 Significance of job stress as a problem for personnel	99	7.2%	31.3%	51.5%	8.0%	1.9%	0.34
SSC	48 Belief that leadership insists supervisors think safety	43	11.0%	45.7%	39.0%	3.3%	1.0%	0.62
LP	49 Leadership setting annual safety goals	32	7.9%	34.7%	48.4%	7.3%	1.7%	0.40
PP	50 Personnel taking part in the development of safety requirements	38	5.2%	27.8%	49.5%	14.9%	2.7%	0.18

¹ LP=Leadership Participation, SP=Supervisor Participation, PP=Personnel Participation, SSA=Safety Support Activities, SSC=Safety Support Climate, OC=Organizational Climate

² A percentile score expresses the percentage of locations in the NSC Database with lower average responses. The percentile score range is from 0 to 100.

³ Calculated by assigning a value of +2 for strongly positive response; +1 for a positive response; 0 for neutral response; -1 for a negative response; and -2 for a strongly negative response.

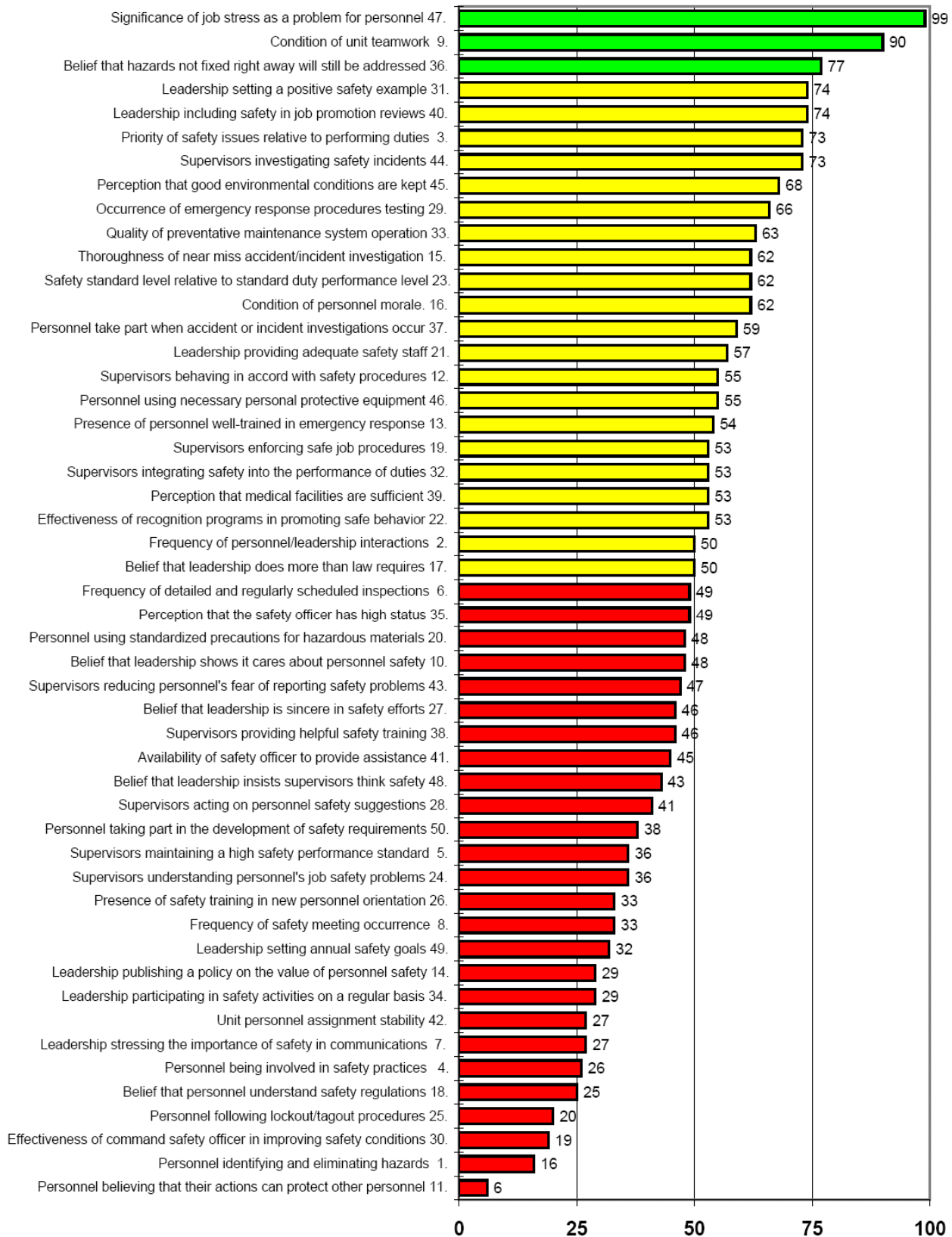
In the 2005 Safety Barometer, DoD substituted four standard survey items with customized items. In 2007, all 50 standard Safety Barometer items are included. Because of these changes, each statement may not be assigned the same question letter across survey years. To compare data across the two survey years and in the future, a standard NSC numbering system will be used in presenting the data. The question number key in Appendix D provides a cross-reference between the NSC numbers used in this report and the question lettering schemes used for the 2005 and 2007 Safety Barometer survey instruments.

Items with the highest average response scores are not necessarily the best performing items. Comparing average response scores with those of other organizations provides a valuable frame of reference. Since some statements tend to be answered more positively or negatively than others, comparing results against the NSC database automatically adjusts for the varying difficulty of the survey statements. A rank order of comparative percentile scores better illustrates where the problem areas lie than a rank order of average response scores.

Items in Figure 1 are listed in order of decreasing comparative percentile scores. Items with identical comparative percentile scores are ordered by average response score, from best to worst. At the top of the table are items that were more highly ranked among civilian responses compared with other establishments' responses. Items at the bottom of the table are those that were evaluated less positively compared with responses from other establishments. Items with identical percentile scores are ordered by average response score from best to worst.

The majority of personnel opinions regarding the civilian safety program were moderate compared to the NSC database participants. Of the 50 standard items, 24 received above average percentile scores of 50 or above, a slight increase from 21 such items in 2005. In the current survey, 26 standard items received scores below 50. Only one item achieved a high percentile score above 80 in 2005, while 2007 results show three items with percentiles above 80. Four items generated low percentile scores of 20 or below both in 2005 and 2007.

Figure 1
Comparative Percentile Scores of Safety Program Items – 2007



3.5.2 Highest performing items

As shown in Table 1, the ten highest performing items received percentile scores of 63 and above. These items consist of three items from the Safety Support Climate category, two each in the Leadership Participation, Safety Support Activities, and Organizational Climate categories, and one Supervisor Participation item. There were no items from the Personnel Participation category in the current group of highest-scoring items.

The most highly rated Leadership Participation and Supervisor Participation items (with their percentile scores) are:

Q31 Leadership setting a positive safety example (74) - 2005

Q40 Leadership including safety in job promotion reviews (74) - 2005

Q44 Supervisors investigating safety incidents (73) - 2005

As in 2005, more than half the respondents feel that leadership sets a positive safety example through their words and actions (Question [Q]31) and that their supervisor always investigates safety incidents (Q44). Nearly 40 percent of Civilian personnel indicate that leadership considers a person's safety performance when determining promotions (Q40). Similar to 2005 results, an additional 36-49 percent of participants provided neutral "neither agree nor disagree" responses for each of these items. High rates of neutral responses (above 30 percent) are usually associated with low-ranking program items and rarely with the upper percentiles. Although neutral responses are neither negative nor positive, large percentages of neutral responses often indicate that a item is not sufficiently visible from the perspective of personnel or that the element is not considered relevant by personnel.

The highly rated Safety Support Activities and Safety Support Climate items are:

Q36 Belief that hazards not fixed right away will still be addressed (77)- 2005

Q3 Priority of safety issues relative to performing duties (73) - 2005

Q45 Perception that good environmental conditions are kept (68) - 2005

Q29 Occurrence of emergency response procedures testing (66) - 2005

Q33 Quality of preventative maintenance system operation (63) - 2005

With results very similar to 2005, nearly two-thirds of respondents feel that safety does not take a back seat to performing duties (Q3). Over half of the respondents indicate that ventilation, lighting, noise, and other environmental conditions are kept at good levels (Q45) and that emergency response procedures are tested to make sure they are working (Q29). Nearly half believe that hazards that are not fixed right away by supervisors are not ignored (Q36). Over a third of respondents report that the system of preventive maintenance for facilities, tools, and machinery operates at a good level (Q33). Three of these items also generated more than 30

percent neutral “neither agree nor disagree” responses.

The Organizational Climate items rated most highly are:

Q47 Significance of job stress as a problem for personnel (99)

Q9 Condition of unit teamwork (90) - 2005

More than 60 percent of respondents feel that good teamwork exists within their unit (Q9), which also scored high in 2005. Almost 40 percent feel that the stress of performing their duties is not a significant problem for them nor other personnel in their unit (Q47), while more than half provided a neutral response regarding stress.

3.5.3 Below average priority items

As shown in Figure 1, 24 items received percentile scores below the average score of 50, very similar to 25 below average items in 2005. Items with below average percentiles are potential target areas that can be used to establish improvement priorities for the Civilian personnel safety program.

The below average Leadership Participation items (listed from lowest percentile score) are:

Q7 Leadership stressing the importance of safety in communications (27) - 2005

Q34 Leadership participating in safety activities on a regular basis (29) - 2005

Q14 Leadership publishing a policy on the value of personnel safety (29) - 2005

Q49 Leadership setting annual safety goals (32) - 2005

Consistent with 2005 results, the highest rate of negative responses among below average Leadership Participation items was approximately one-quarter of respondents indicating that leadership’s views on the importance of safety are seldom stressed in personnel communications (Q7). Between 8 percent and 9 percent of responses were negative for the other items. Elevated neutral responses (>30 percent) were provided for all below average Leadership Participation items, indicating that these items may not be sufficiently visible from the personnel perspective.

The below average scoring Supervisor Participation items are:

Q24 Supervisors understanding personnel's job safety problems (36) - 2005

Q5 Supervisors maintaining a high safety performance standard (36) - 2005

Q28 Supervisors acting on personnel safety suggestions (41) - 2005

Q38 Supervisors providing helpful safety training (46) - 2005

Q43 Supervisors reducing personnel's fear of reporting safety problems (47)

Similar to 2005 results, less than 10 percent of respondents provided negative responses for these items. However, all of these below average Supervisor Participation items generated elevated neutral responses.

The Personnel Participation items with below average scores are:

- Q11 Personnel believing that their actions can protect other personnel (6) - 2005***
- Q1 Personnel identifying and eliminating hazards (16) - 2005***
- Q25 Personnel following lockout/tagout procedures (20) - 2005***
- Q18 Belief that personnel understand safety regulations (25) - 2005***
- Q4 Personnel being involved in safety practices (26) - 2005***
- Q50 Personnel taking part in the development of safety requirements (38) - 2005***
- Q20 Personnel using standardized precautions for hazardous materials (48)***

Among these items, the highest levels of negative responses were approximately 17 percent of respondents indicating that personnel rarely take part in the development of safety requirements for their jobs (Q50) and that personnel don't often get involved in developing or revising safety practices (Q4). Four of the seven items also had more than 30 percent neutral responses. More than half of the respondents provided a neutral "neither agree nor disagree" response regarding personnel following lockout/tagout procedures (Q25).

The below average scoring Safety Support Activities items are:

- Q30 Effectiveness of command safety officer in improving safety conditions (19) - 2005***
- Q8 Frequency of safety meeting occurrence (33) - 2005***
- Q26 Presence of safety training in new personnel orientation (33) - 2005***
- Q41 Availability of safety officer to provide assistance (45) - 2005***
- Q6 Frequency of detailed and regularly scheduled inspections (49) - 2005***

Very similar to 2005 results, more than 20 percent of respondents feel that safety meetings are held less often than they should be (Q8). Although the remaining items each generated less than 10 percent negative responses, all these below average Safety Support Activities items generated elevated neutral response levels.

The below average scoring Safety Support Climate items are:

- Q48 Belief that leadership insists supervisors think safety (43) - 2005***
- Q27 Belief that leadership is sincere in safety efforts (46)***
- Q10 Belief that leadership shows it cares about personnel safety (48) - 2005***
- Q35 Perception that the safety officer has high status (49) - 2005***

While more than 10 percent of respondents feel that the safety officer does not have high status in their unit (Q35), more than half gave a neutral response. The remaining items generated less than 10 percent negative responses, although an elevated neutral response level is seen for leadership insisting supervisors think safety (Q48).

The Organizational Climate item with a below average score is:

Q42 Unit personnel assignment stability (27)

While approximately 13 percent of participants feel that the assignment of personnel to their unit is not stable (Q42), an additional 43 percent provide a neutral “neither agree nor disagree” response.

It is interesting to note that Civilian personnel generated elevated neutral responses (>30 percent) for fully 38 of the 50 standard items in the 2007 Safety Barometer, very similar to 37 such items in 2005. Although neutral responses are not necessarily negative, the elevated neutral response rates may indicate that the majority of items or their related programs are not sufficiently visible from the personnel perspective.

3.5.4 Comparisons by survey year

Table 2 shows a comparison of percentile scores for individual items across 2005 and 2007, as well as the percentile change between survey years for DoD Civilian Personnel. These are sorted from greatest increase in percentile score (+) to greatest decrease in score (-) since 2005. Those items that generated percentile scores above 75 in each year are shaded green; those identified as below average, with percentiles less than 50, are shaded red. Of the 50 standard items, improvement in percentile scores since 2005 was achieved for 14 items, whereas 25 items saw decreases in percentile scores since the previous survey with seven items showing no change. The four standard Safety Barometer items at the bottom of the table were not surveyed in 2005.

Only one item showed notable improvement, generating a percentile score increase of 10 points since 2005.

Q17 Belief that leadership does more than law requires

This suggests that efforts to address this item since 2005 have been beneficial.

Likewise, among the 25 items showing decreases from 2005 to 2007, only one shows a notable decline of 10 percentile points.

Q 12 Supervisors behaving in accord with safety procedures

Looking across survey years, two items consistently appeared among the better-performing items: belief that hazards not fixed right away will still be addressed (Q36) and condition of unit teamwork (Q9). Twenty-two items generated below average percentile scores of less than 50 for both survey years. Comparisons across survey years also show a remarkably high level of consistency. Changes in percentile scores are restricted to ± 5 percentile points for 41 of the standard program items.

Table 2
Percentile Scores of Program Items by Survey Year

Category ¹	Statement Number and Component	Percentile Scores ²		Percentile Change
		2005	2007	2005 to 2007
SSC	17 Belief that leadership does more than law requires	40	50	+10
SP	32 Supervisors integrating safety into the performance of duties	48	53	+5
SP	19 Supervisors enforcing safe job procedures	49	53	+4
PP	50 Personnel taking part in the development of safety requirements	34	38	+4
SSC	35 Perception that the safety officer has high status	46	49	+3
SSA	26 Presence of safety training in new personnel orientation	30	33	+3
LP	49 Leadership setting annual safety goals	29	32	+3
LP	40 Leadership including safety in job promotion reviews	72	74	+2
SSA	6 Frequency of detailed and regularly scheduled inspections	47	49	+2
LP	34 Leadership participating in safety activities on a regular basis	27	29	+2
LP	31 Leadership setting a positive safety example	73	74	+1
SSC	48 Belief that leadership insists supervisors think safety	42	43	+1
PP	25 Personnel following lockout/tagout procedures	19	20	+1
PP	1 Personnel identifying and eliminating hazards	15	16	+1
SSA	15 Thoroughness of near miss accident/incident investigation	62	62	0
PP	46 Personnel using necessary personal protective equipment	55	55	0
SSA	13 Presence of personnel well-trained in emergency response	54	54	0
SP	38 Supervisors providing helpful safety training	46	46	0
SSA	41 Availability of safety officer to provide assistance	45	45	0
LP	14 Leadership publishing a policy on the value of personnel safety	29	29	0
PP	4 Personnel being involved in safety practices	26	26	0
SSC	36 Belief that hazards not fixed right away will still be addressed	78	77	-1
SSC	45 Perception that good environmental conditions are kept	69	68	-1
SSC	23 Safety standard level relative to standard duty performance level	63	62	-1
SSC	10 Belief that leadership shows it cares about personnel safety	49	48	-1
SSA	8 Frequency of safety meeting occurrence	34	33	-1
SSA	30 Effectiveness of command safety officer in improving safety conditions	20	19	-1
OC	9 Condition of unit teamwork	92	90	-2
SSA	29 Occurrence of emergency response procedures testing	68	66	-2
OC	2 Frequency of personnel/leadership interactions	52	50	-2
PP	20 Personnel using standardized precautions for hazardous materials	50	48	-2
SP	5 Supervisors maintaining a high safety performance standard	38	36	-2
PP	11 Personnel believing that their actions can protect other personnel	8	6	-2
SP	44 Supervisors investigating safety incidents	76	73	-3
PP	37 Personnel take part when accident or incident investigations occur	62	59	-3
SSA	22 Effectiveness of recognition programs in promoting safe behavior	56	53	-3
LP	21 Leadership providing adequate safety staff	61	57	-4
SP	28 Supervisors acting on personnel safety suggestions	45	41	-4
SP	24 Supervisors understanding personnel's job safety problems	40	36	-4
SSC	3 Priority of safety issues relative to performing duties	78	73	-5
SSA	33 Quality of preventative maintenance system operation	68	63	-5
SP	43 Supervisors reducing personnel's fear of reporting safety problems	52	47	-5
SSC	27 Belief that leadership is sincere in safety efforts	52	46	-6
LP	7 Leadership stressing the importance of safety in communications	33	27	-6
PP	18 Belief that personnel understand safety regulations	33	25	-8
SP	12 Supervisors behaving in accord with safety procedures	65	55	-10
OC	47 Significance of job stress as a problem for personnel	N/A	99	N/A
OC	16 Condition of personnel morale	N/A	62	N/A
SSC	39 Perception that medical facilities are sufficient	N/A	53	N/A
OC	42 Unit personnel assignment stability	N/A	27	N/A

¹ LP=Leadership Participation, SP=Supervisor Participation, PP=Personnel Participation, SSA=Safety Support Activities, SSC=Safety Support Climate, OC=Organizational Climate

² A percentile rank expresses the percentage of locations in the NSC Database with lower average responses. The percentile range is from 0 to 100.

N/A: These standard items were not included in the 2005 survey.

For each survey year, components with percentile scores above 75 are shaded **green**. Below average (<50) priority items are shaded **red**.

3.6 Percentile Scores of Program Categories

Civilian Personnel average response scores for the six standard Safety Barometer program categories were also compared with establishments in the NSC database. These comparisons are presented in Table 3. From these scores, category percentile scores were generated, which are included in Table 3 and are also presented with 2005 results in Figure 2. Currently, four of the six program categories have percentile scores at or above the database average of 50, compared to three of five above average categories in 2005. This year, Organizational Climate received the highest percentile, with a moderately high score of 76. Because of the standard items that were not included in the 2005 survey, no Organizational Climate program category score was generated for that survey. The lowest score continues to be for Personnel Participation, which decreased slightly from a moderately low score of 31 in 2005 to 30 in 2007.

Table 3
Average Response Scores and Percentile Scores by Program Category - 2007

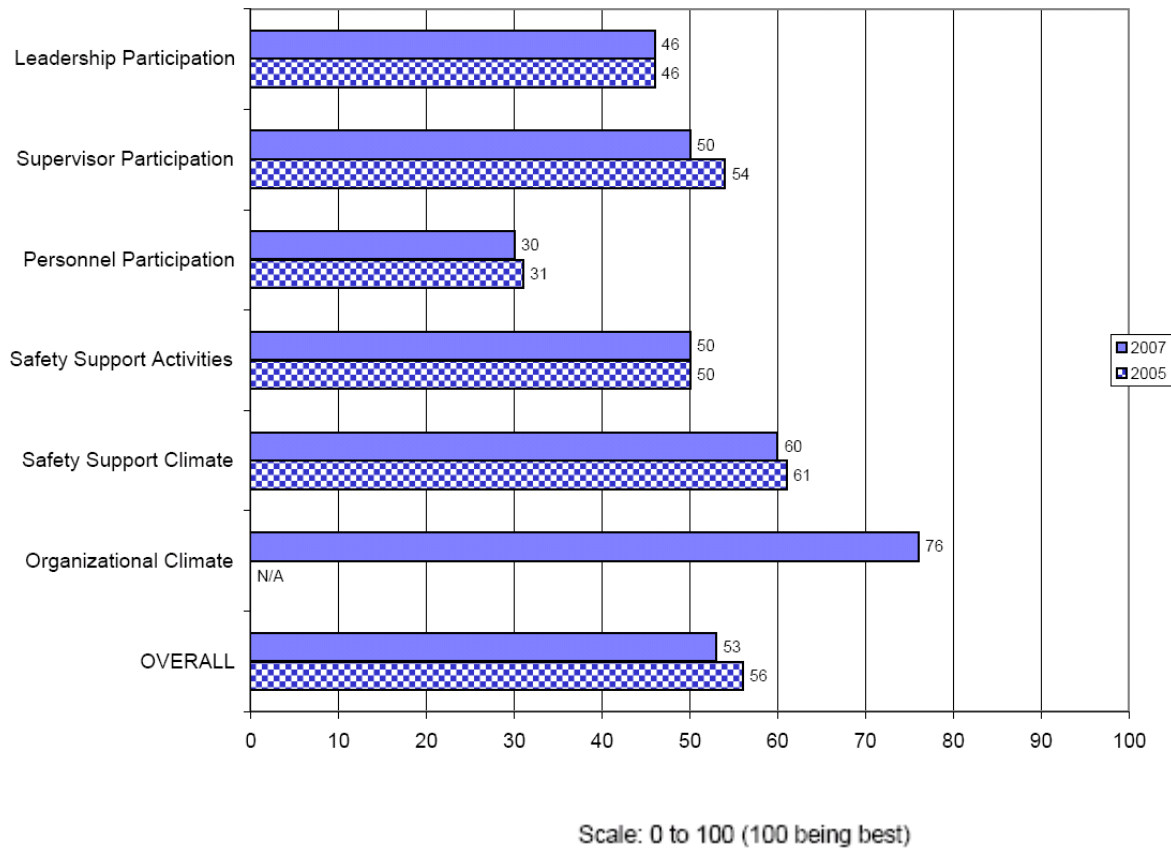
Program Category	NSC Database ¹	ALL RESPONDENTS	
	Average Response Score ²	Average Response Score ²	Percentile Score ³
Leadership Participation	0.50	0.46	46
Supervisor Participation	0.63	0.63	50
Personnel Participation	0.66	0.57	30
Safety Support Activities	0.41	0.41	50
Safety Support Climate	0.39	0.47	60
Organizational Climate	0.14	0.38	76
OVERALL	0.48	0.49	53

¹ National Safety Council (NSC) Database consists of the 232 locations that have participated in an NSC safety perception survey.

² Average Response Scores have a range from -2 to +2 (+2 being best).

³ A percentile score expresses the percentage of locations in the NSC Database with lower average responses. The percentile score range is from 0 to 100.

Figure 2
Program Category Percentile Scores



Finally, the current overall Safety Barometer percentile score is a moderate 53, indicating that 47 percent of the organizations in the NSC database achieved a higher overall Section IV score than DoD Civilian Personnel. This is a decrease of 3 percentile points from the score of 56 in 2005. Again, remarkable consistency in program categories scores is seen with two categories generated identical scores in both survey years, and the remaining categories showing decreases of only 1 or 4 points.

3.7 Comparisons of Survey Responses by Personnel Subgroups

3.7.1 Comparison by grade

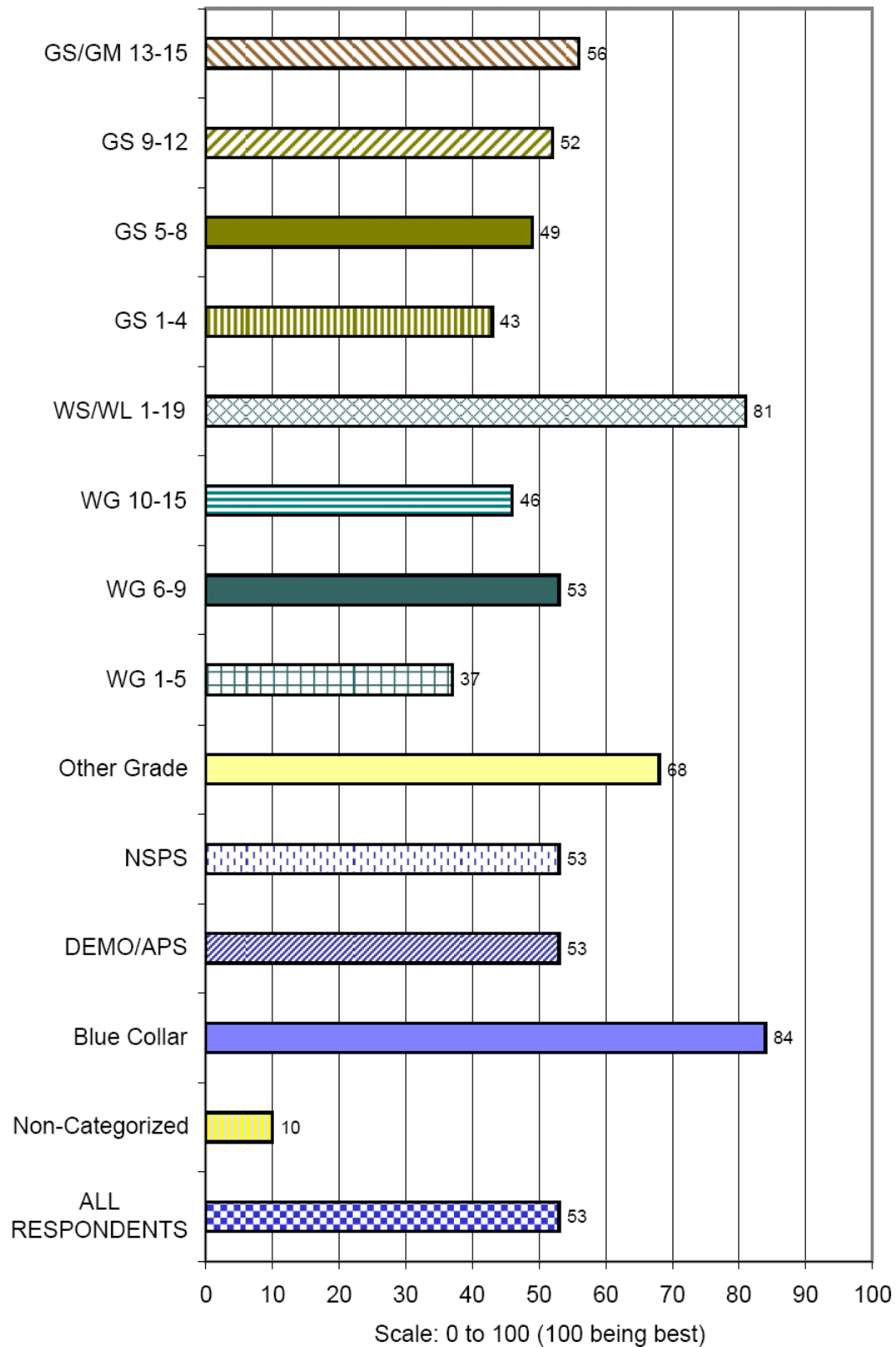
Of the total respondents, the number of personnel representing each grade was:

<i>Grade</i>	<i>Number of Respondents (weighted)</i>	<i>Percent of Total Respondents</i>
GS 1-4	22,863	3.5 %
GS 5-8	98,661	15.0 %
GS-9-12	181,070	27.5 %
GS/GM 13-15	60,216	9.1 %
Other	13,689	2.1 %
WG 1-5	13,731	2.1 %
WG 6-9	32,691	5.0 %
WG 10-15	65,119	9.9 %
WS/WL 1-19	25,172	3.8 %
NSPS Pay Bands	107,595	16.3 %
Demo/APS Status	32,768	5.0 %
Remaining Blue Collar	3,044	0.5 %
Non-categorized Groups	345	0.1 %
Not Indicated	2,296	0.3 %

The weighted ⁴ response distributions for each survey item by grade are presented in Appendix F. Personnel responses were compared with establishments in the NSC database to generate percentile scores for the standard program categories. Figure 3 compares the overall safety perceptions of the Civilian Personnel grades. Because the grade categories changed from 2005 to 2007, comparisons across survey years cannot be made.

⁴ Weighted responses reflect (1) unequal probabilities of selection into the sample, (2) adjustments to reduce bias due to non-response, and (3) a final adjustment to make sample estimates match population values and to reduce remaining bias.

Figure 3
Program Category Percentile Scores by Grade - 2007



Consistent with many organizations that have conducted the Safety Barometer, higher-ranking personnel tend to report more positive safety program perceptions overall, while lower-ranking personnel tend to generate less positive responses, with some exceptions. Within General Schedule (GS) grades, GS/GM 13-15 holds the highest perceptions, while GS 1-4 is the least positive. Among Wage (WG/WS/WL) grades, WS/WL 1-19 personnel hold much higher perceptions than WG groups, with WG 1-5 having the least positive perceptions. High overall percentile scores above 80 are generated by WS/WL 1-19 and Blue Collar personnel, with scores of 81 and 84, respectively. In addition, above average overall perceptions are held by GS/GM 13-15, GS 9-12, WG 6-9, Other Grade, NSPS and Demo/APS groups. Below average overall percentile scores are generated for GS 5-8, GS 1-4, WG 10-15, WG 1-5, and Non-Categorized staff.

Relative similarity among grade perceptions would indicate the DoD safety program is uniformly administered across all grades while notable differences suggest that improved communication and increased contact among these groups may help to decrease the safety perception gap.

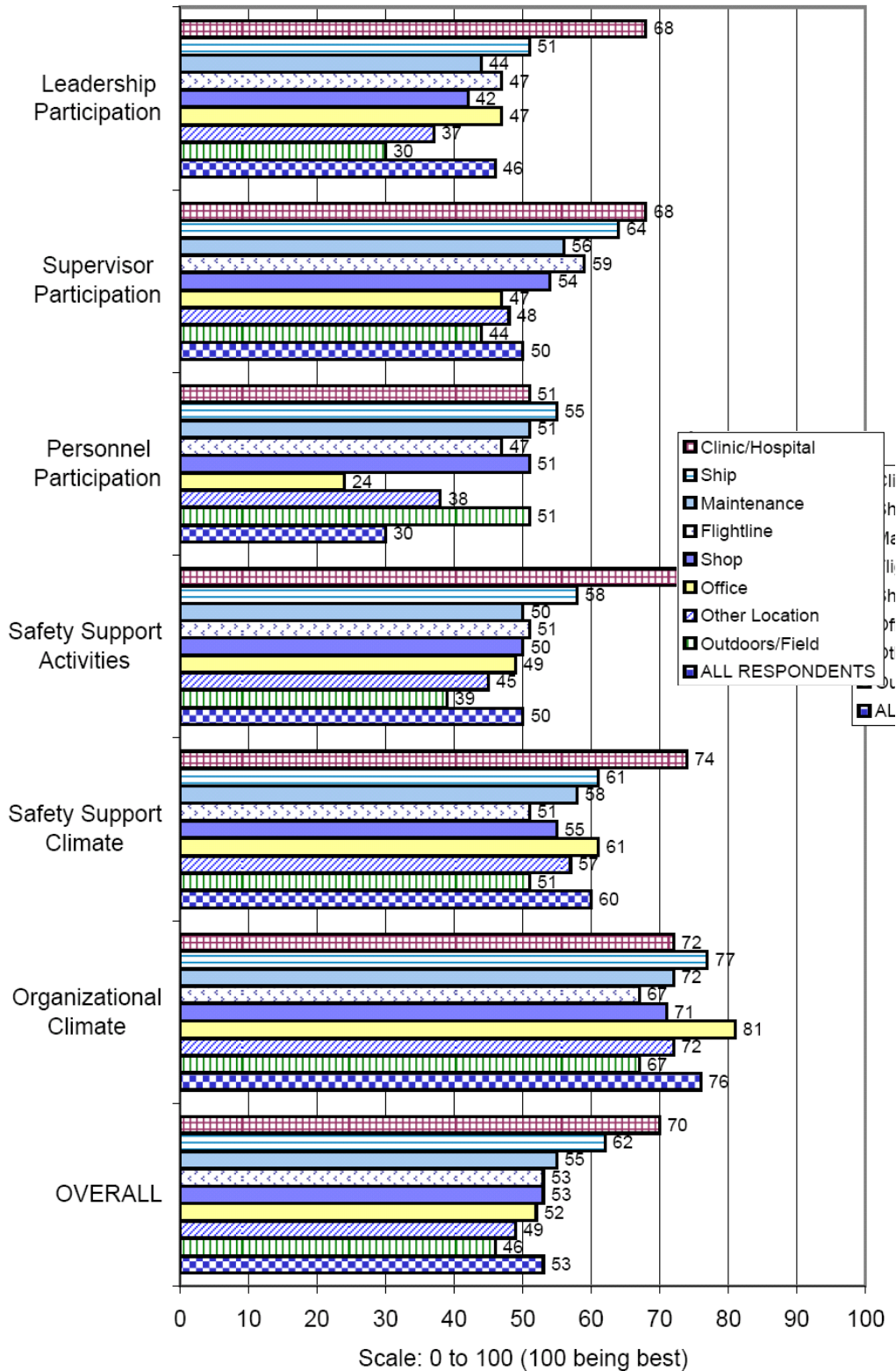
3.7.2 Comparison by work location

Of the total respondents, the number of personnel representing each of the work locations is as follows:

<i>Work Location</i>	<i>Number of Respondents (weighted)</i>	<i>Percent of Total Respondents</i>	<i>Work Location</i>	<i>Number of Respondents (weighted)</i>	<i>Percent of Total Respondents</i>
Office	402,278	61.0 %	Ship	7,407	1.1 %
Shop	56,414	8.6 %	Clinic/Hospital	20,828	3.2 %
Maintenance	39,865	6.0 %	Other	48,130	7.3 %
Outdoors/Field	21,115	3.2 %	Not Indicated	47,624	7.2 %
Flightline	15,598	2.4 %			

The weighted response distributions for each survey item by work location are presented in Appendix E. Personnel responses compared with establishments in the NSC database to generate percentile scores for the standard program categories. Figure 4 compares the safety perceptions of eight Civilian Personnel work locations according to program category.

Figure 4
Percentile Scores of Safety Program Items - 2007



Among DoD Civilian personnel, Clinic/Hospital and Ship staff report the most positive safety program perceptions with consistently above average perceptions. Maintenance, Flightline, Shop, and Office staff tended to generate moderate perceptions. Other Location and Outdoors/Field personnel generally produced the least positive responses, with moderate or below average perceptions. Relative similarity across work locations would indicate that the DoD safety program is uniformly administered across work locations, whereas dissimilarity may indicate disparity in the administration of the safety program.

Figure 5 compares the 2007 and 2005 overall percentile scores for each work location. While most work locations generated decreased scores compared with 2005, Clinic/Hospital shows improved safety perceptions, increasing 4 percentile points from a moderately high score of 66 in 2005 to 70 in 2007. The greatest decreases were generated by Ship personnel, with a decrease of 24 percentile points from a high 86 in 2005 to a moderately high 62 in 2007, and by Flightline, which decreased 19 points from 72 to 53.

3.7.3 Comparison by branch of Service

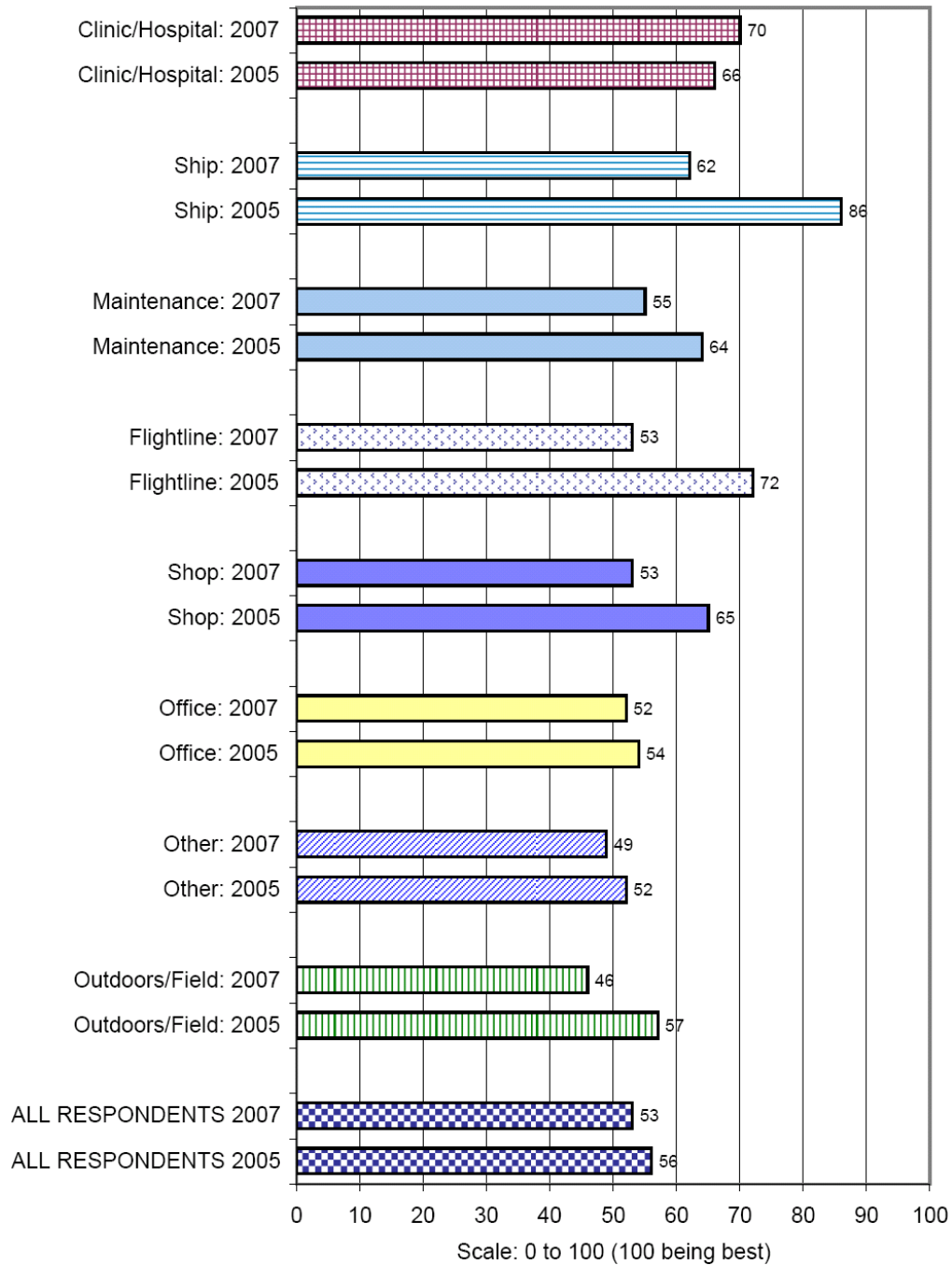
Of the total respondents, the number of personnel representing each of the branches of Service was:

<i>Branch of Service</i>	<i>Number of Respondents (weighted)</i>	<i>Percent of Total Respondents</i>
Army	218,829	33.2 %
Navy	143,513	21.8 %
Marine Corps	16,044	2.4 %
Air Force	167,323	25.4 %
DoD Agencies/ Activities	106,899	16.2 %
Not Indicated	6,616	1.0 %

The weighted⁵ response distributions for each survey item by branch of Service are presented in Appendix F. Personnel responses were compared with establishments in the NSC database to generate percentile scores for the 50 standard survey items. Each branch of Service will be addressed in greater detail in their respective branch-specific results discussions.

⁵ Weighted responses reflect (1) unequal probabilities of selection into the sample, (2) adjustments to reduce bias due to nonresponse, and 3) a final adjustment to make sample estimates match population values and to reduce remaining bias.

Figure 5
Program Category Percentile Scores by Work Location



3.7.3.1 Standardized Items

Safety program item percentile scores for each branch of Service are presented in Table 4. For each Civilian Personnel branch of Service, those items that were identified as scoring above the

75th percentile are shaded green; those identified as below average priority items (percentile scores <50) are shaded red. In the branch-specific results sections of this report, approximately ten of the highest scoring items will be identified to determine strengths at each branch of Service. Items with percentiles below 50 will also be identified as priority areas. Table 4 can be used to determine which branch of Service has a particular strength or weakness regarding each of the survey items.

Two items are distinguished as better performing by all branches of Service. These are significance of job stress as a problem for personnel (Q47) and condition of unit teamwork (Q9). No other items are identified by two or more of the Service branches as better performing items among Civilian personnel. This compares to four items that were identified by at least two branches of Service as higher performing in 2005.

In contrast, 16 below average items are identified as priority items by all branches of Service, with four additional items rated below average by four branches. This compares to 13 and 12 such items in 2005, respectively. Currently, nine items are identified by two or three Service branches as below average. Although there appears to be commonality in the areas needing improvement, the personnel in each Civilian Personnel branch of Service demonstrate a unique perspective on the DoD safety program. Further analysis of each branch of Service is provided in Sections 3.8 - 3.12 of this report.

3.7.3.2 Program Categories by Branch of Service

The percentile scores for program categories by branch of Service are presented in Figure 6 and highlight the differences and similarities among the branches of Service. Overall Civilian Personnel respondent scores, previously presented in Figure 2, are also included for comparison. As illustrated in Figure 6, Air Force generally generated the highest, above average program category and overall percentile score (62), while the Army and Navy generated more moderate percentiles (52 overall). The Marine Corps and DoD Agencies/Activities consistently generated the least positive, below average safety perceptions among Civilian personnel, resulting in moderate, below average overall percentile scores of 45 and 43, respectively.

Figure 7 compares the 2007 and 2005 overall percentile scores for each branch of Service. Marine Corps improved its Safety Barometer performance, while the remaining Service branches saw decreases in their survey results. Marine Corp increased by 8 percentile points from a moderately low score of 37 in 2005 to a moderate score of 45 in 2007. Among DoD Civilian personnel, Air Force shows the greatest decline, with a decline of 10 points from a moderately high 72 to 62. The remaining branches of Service show slight declines of 1 or 3 percentile points across survey years.

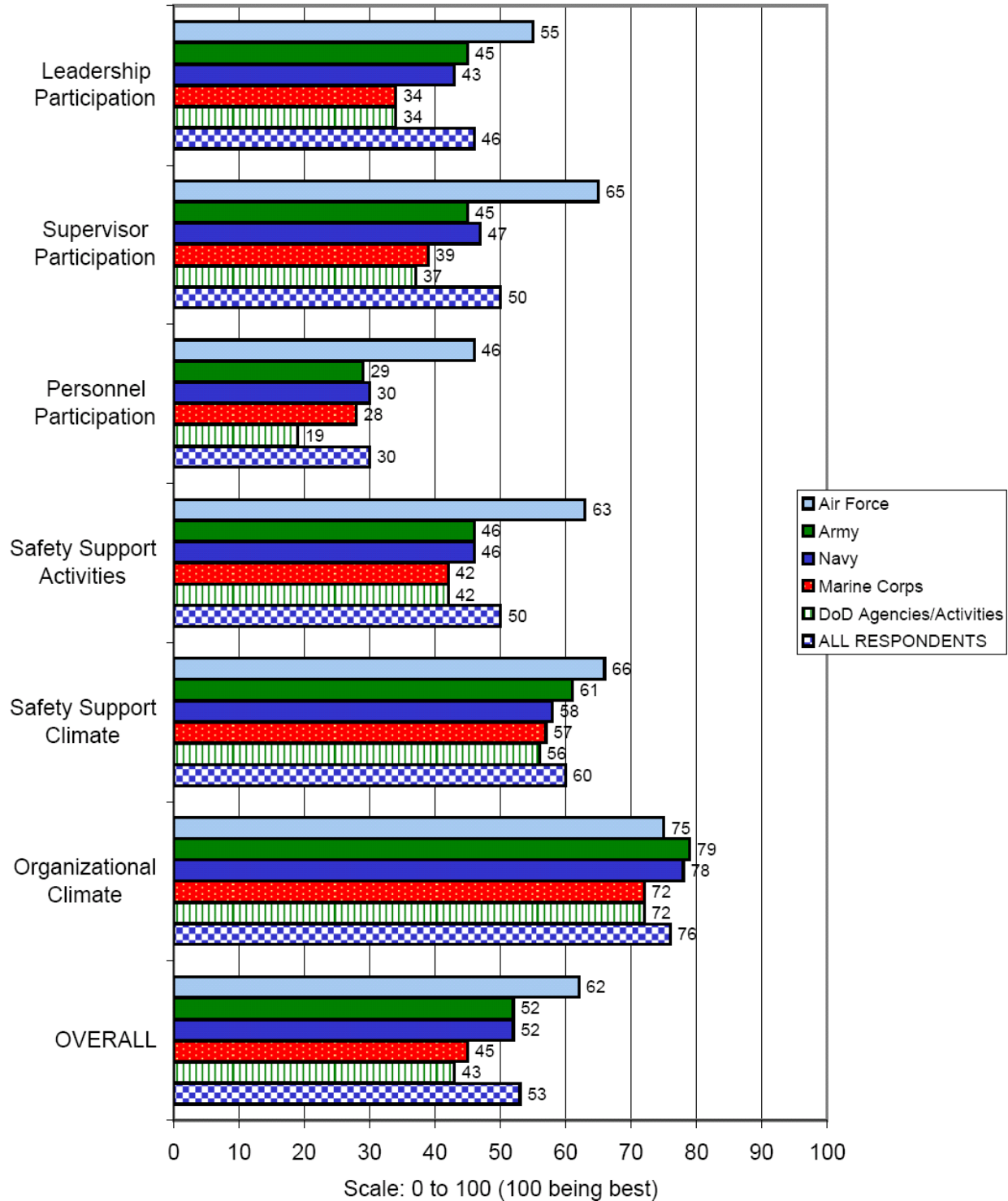
Table 4
Program Item Percentile Scores by Branch of Service - 2007

Statement Number and Component	Percentile Score ¹					
	ALL RESPONDENTS	Army	Navy	Marine Corps	Air Force	DoD Agencies/Activities
47 Significance of job stress as a problem for personnel	99	99	99	99	99	98
9 Condition of unit teamwork	90	90	93	87	90	89
36 Belief that hazards not fixed right away will still be addressed	77	75	73	74	83	74
31 Leadership setting a positive safety example	74	74	71	74	79	71
40 Leadership including safety in job promotion reviews	74	73	72	61	80	72
3 Priority of safety issues relative to performing duties	73	72	73	58	78	65
44 Supervisors investigating safety incidents	73	71	73	54	82	68
45 Perception that good environmental conditions are kept	68	71	58	58	69	76
29 Occurrence of emergency response procedures testing	66	63	65	59	70	66
33 Quality of preventative maintenance system operation	63	64	55	45	71	63
15 Thoroughness of near miss accident/incident investigation	62	60	65	57	67	56
23 Safety standard level relative to standard duty performance level	62	59	62	63	66	54
16 Condition of personnel morale	62	66	65	58	56	60
37 Personnel take part when accident or incident investigations occur	59	59	58	53	63	53
21 Leadership providing adequate safety staff	57	51	54	45	69	50
12 Supervisors behaving in accord with safety procedures	55	54	56	55	56	54
46 Personnel using necessary personal protective equipment	55	55	55	61	64	52
13 Presence of personnel well-trained in emergency response	54	53	51	45	61	55
19 Supervisors enforcing safe job procedures	53	50	48	42	67	40
32 Supervisors integrating safety into the performance of duties	53	50	46	44	69	44
39 Perception that medical facilities are sufficient	53	58	56	55	36	56
22 Effectiveness of recognition programs in promoting safe behavior	53	52	52	58	58	48
2 Frequency of personnel/leadership interactions	50	62	43	41	53	39
17 Belief that leadership does more than law requires	50	50	55	50	50	45
6 Frequency of detailed and regularly scheduled inspections	49	44	44	54	63	43
35 Perception that the safety officer has high status	49	51	43	45	58	42
20 Personnel using standardized precautions for hazardous materials	48	46	52	44	62	27
10 Belief that leadership shows it cares about personnel safety	48	51	45	52	52	42
43 Supervisors reducing personnel's fear of reporting safety problems	47	42	48	54	53	42
27 Belief that leadership is sincere in safety efforts	46	44	44	46	56	40
38 Supervisors providing helpful safety training	46	41	39	24	62	40
41 Availability of safety officer to provide assistance	45	50	38	50	56	37
48 Belief that leadership insists supervisors think safety	43	42	42	38	57	29
28 Supervisors acting on personnel safety suggestions	41	39	46	39	49	33
50 Personnel taking part in the development of safety requirements	38	40	39	41	42	30
5 Supervisors maintaining a high safety performance standard	36	36	35	35	48	26
24 Supervisors understanding personnel's job safety problems	36	32	34	25	53	21
26 Presence of safety training in new personnel orientation	33	26	34	22	49	22
8 Frequency of safety meeting occurrence	33	34	33	38	38	25
49 Leadership setting annual safety goals	32	33	30	27	36	25
14 Leadership publishing a policy on the value of personnel safety	29	29	28	22	35	22
34 Leadership participating in safety activities on a regular basis	29	29	24	20	37	19
42 Unit personnel assignment stability	27	27	27	27	26	29
7 Leadership stressing the importance of safety in communications	27	28	30	15	34	16
4 Personnel being involved in safety practices	26	28	23	23	31	17
18 Belief that personnel understand safety regulations	25	23	23	19	40	19
25 Personnel following lockout/tagout procedures	20	15	23	15	29	15
30 Effectiveness of command safety officer in improving safety conditions	19	20	17	16	22	16
1 Personnel identifying and eliminating hazards	16	15	14	18	26	10
11 Personnel believing that their actions can protect other personnel	6	6	6	6	10	4

¹ A percentile score expresses the percentage of locations in the NSC Database with lower average responses. The percentile score range is 0 to 100.

For each branch of service, better performing components with percentile scores above 75 are shaded **green**. Below average components (<50) are **shaded red**.

Figure 6
Program Category Percentile Scores by Branch of Service - 2007



3.7.3.3 Work Locations

Figure 8 graphically compares the overall safety perceptions of Service branches within each Civilian Personnel work location. Due to the small sample size, Ship-Air Force, Ship-Marine Corps, and Clinic/Hospital-Marine Corps are not included in the analysis. Across work locations, no overall trend of one branch of Service consistently reporting more positive or less positive perceptions than another is evident.

Because of the disparities in survey results across Civilian Personnel branches of Service, summary results for each branch of Service will be presented individually.

Figure 7
Overall Percentile Scores by Branch of Service

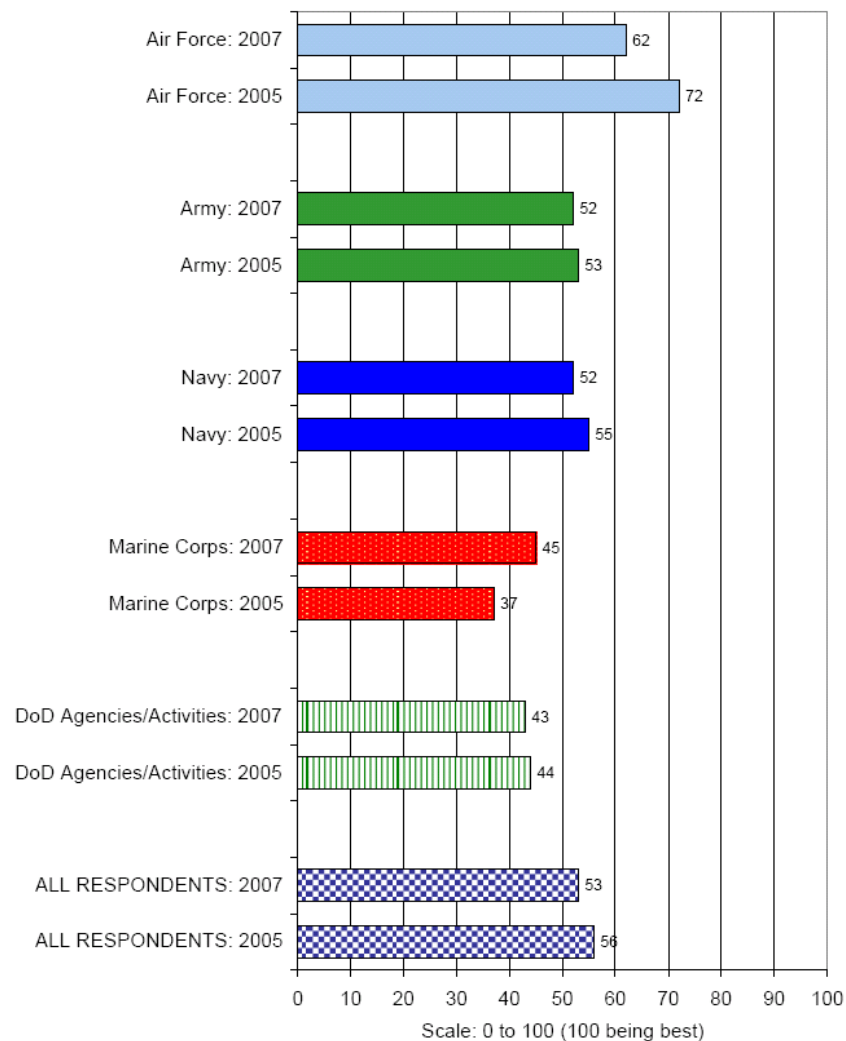
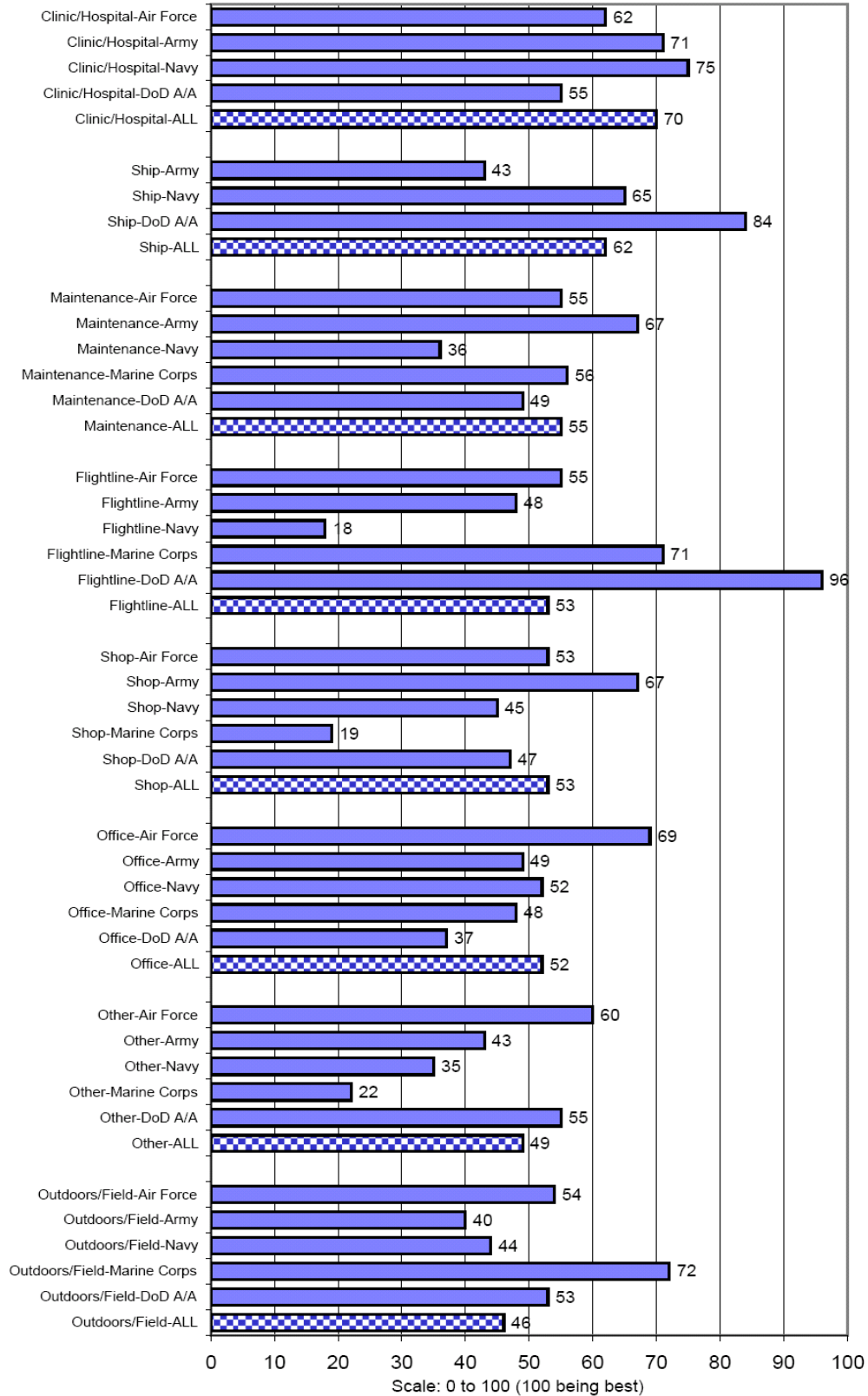
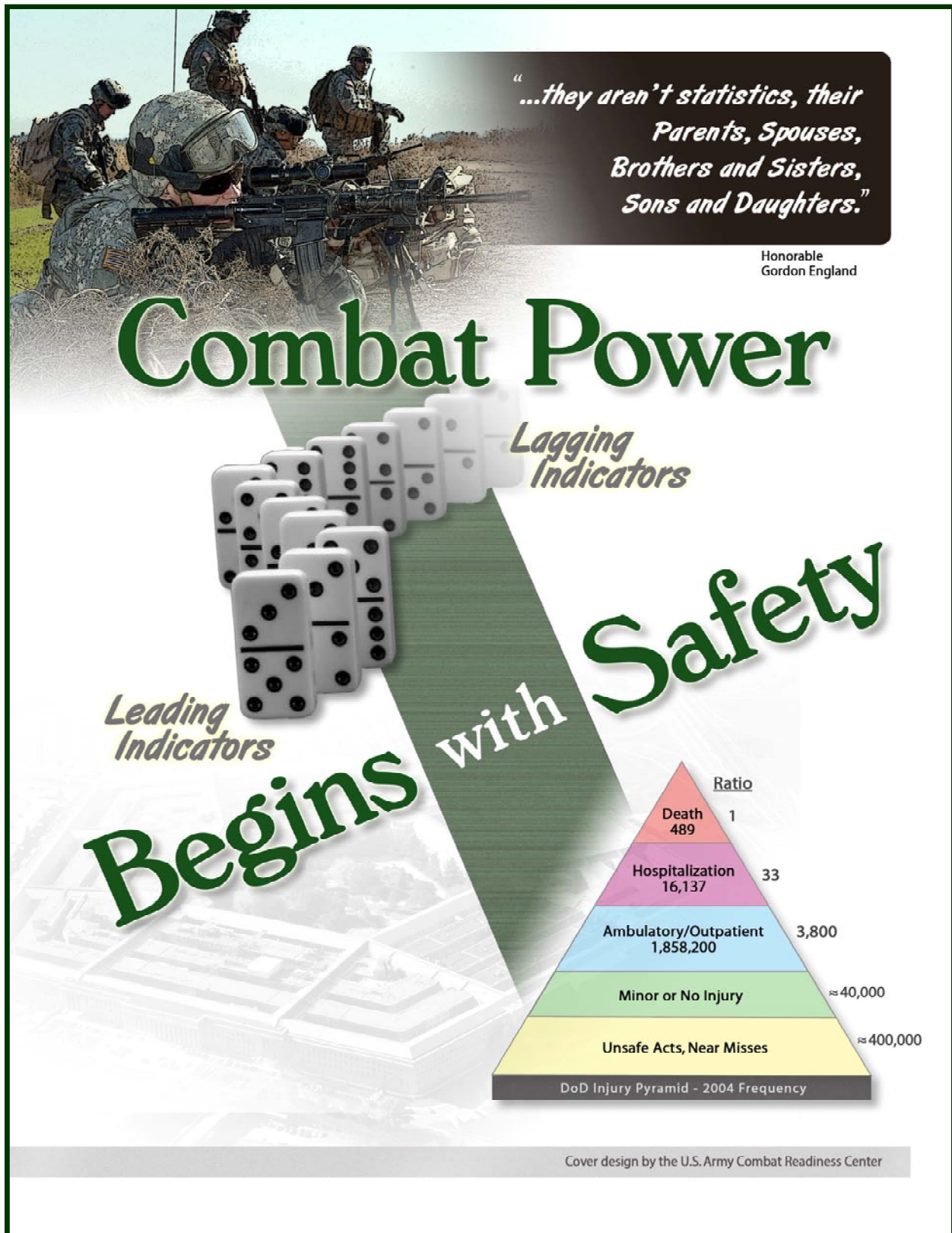


Figure 8
Overall Work Location Percentile Scores by Branch of Service - 2007





3.8 Army

Figure 9 graphically presents the Army's percentile scores for each of the 50 standard safety program items. Average performance compared to the NSC database is indicated by the line at the 50th percentile. Items with bars that meet or surpass this mark are performing at or above average while items that fall short of this mark are performing below average.

As illustrated in Figure 9, 27 items meet or surpass the 50th percentile mark, compared to 18 above average items in 2005. Two items achieved very high scores at or above 90. The ten highest scoring items for the Army had percentile scores at or above 64 and are listed below (with percentile scores):

- Q47 Significance of job stress as a problem for personnel (99)***
- Q9 Condition of unit teamwork (90) - 2005***
- Q36 Belief that hazards not fixed right away will still be addressed (75) - 2005***
- Q31 Leadership setting a positive safety example (74) - 2005***
- Q40 Leadership including safety in job promotion reviews (73) - 2005***
- Q3 Priority of safety issues relative to performing duties (72) - 2005***
- Q44 Supervisors investigating safety incidents (71) - 2005***
- Q45 Perception that good environmental conditions are kept (71) - 2005***
- Q16 Condition of personnel morale (66)***
- Q33 Quality of preventative maintenance system operation (64) - 2005***

As indicated by the red shading, the Army generated 23 items with scores below the 50th percentile (representing below average performance), similar to 28 such items in 2005. Among these items, 16 items have moderately low scores below 40, four of which have low scores of 20 or below. Items with below average percentiles (<50) are potential target areas that can be used to determine improvement priorities. The below average priority items are listed below, from lowest to highest percentile score.

- Q11 Personnel believing that their actions can protect other personnel (6) - 2005***
- Q25 Personnel following lockout/tagout procedures (15) - 2005***
- Q1 Personnel identifying and eliminating hazards (15) - 2005***
- Q30 Effectiveness of command safety officer in improving safety conditions (20) - 2005***
- Q18 Belief that personnel understand safety regulations (23) - 2005***
- Q26 Presence of safety training in new personnel orientation (26) - 2005***
- Q42 Unit personnel assignment stability (27)***
- Q7 Leadership stressing the importance of safety in communications (28) - 2005***
- Q4 Personnel being involved in safety practices (28) - 2005***
- Q34 Leadership participating in safety activities on a regular basis (29) - 2005***

- Q14 Leadership publishing a policy on the value of personnel safety (29) - 2005***
- Q24 Supervisors understanding personnel's job safety problems (32) - 2005***
- Q49 Leadership setting annual safety goals (33) - 2005***
- Q8 Frequency of safety meeting occurrence (34) - 2005***
- Q5 Supervisors maintaining a high safety performance standard (36) - 2005***
- Q28 Supervisors acting on personnel safety suggestions (39) - 2005***
- Q50 Personnel taking part in the development of safety requirements (40) - 2005***
- Q38 Supervisors providing helpful safety training (41) - 2005***
- Q43 Supervisors reducing personnel's fear of reporting safety problems (42) - 2005***
- Q48 Belief that leadership insists supervisors think safety (42) - 2005***
- Q6 Frequency of detailed and regularly scheduled inspections (44) - 2005***
- Q27 Belief that leadership is sincere in safety efforts (44) - 2005***
- Q20 Personnel using standardized precautions for hazardous materials (46) - 2005***

Figure 10 compares the current Army results to its own 2005 results and the 2007 all Civilian Personnel respondents. For most program categories, Army scores are slightly lower than the All Respondents results, but slightly higher than its own 2005 results. The Army percentile scores range from a moderately low score of 29 for Personnel Participation to a moderately high 79 for Organizational Climate. The overall Army percentile score is a moderate 52 indicating that 48 percent of the database organizations achieved a higher overall score than did the Army. This is a negligible decrease of 1 percentile points from Army's moderate score of 53 in 2005.

Figure 11 compares the overall safety perceptions of the Army Civilian Personnel grades. Because the grade categories changed from 2005 to 2007, comparisons across survey years cannot be made. Consistent with many organizations that have conducted the Safety Barometer within each grade grouping, such as General Schedule (GS) and Wage (WG/WS/WL) staff, higher-ranking personnel tend to report more positive safety program perceptions, while lower-ranking personnel tend to generate the least positive responses. WS/WL 1-19 and Blue Collar staff perceptions are considerably more positive than other Army Civilian Personnel, generating high scores of 82 and 97, respectively. Average or above average overall perceptions are also held by GS/GM 13-15, GS 9-12, WG 10-15, WG 6-9, Other Grade, and NSPS groups. Below average overall percentile scores are generated for GS 5-8, GS 1-4, WG 1-5, and DEMO/APS.

Relative similarity among grade perceptions would indicate that the DoD safety program is uniformly administered across grades, while notable differences would suggest that improved communication and increased contact among these groups may help to decrease the safety perception gap.

Figure 12 compares the safety perceptions of eight Civilian Personnel Army work locations according to program category. These work locations are Office, Shop, Maintenance, Outdoors/Field, Flightline, Ship, Clinic/Hospital, and Other Location.

Clinic/Hospital, Maintenance, and Shop personnel tend to report the most positive safety program perceptions, generating above average percentile scores for all program categories and overall. Flightline and Office staff tended to generate moderate perceptions. Ship, Other Location, and Outdoors/Field personnel consistently generate the least positive responses with below average perceptions. No work location generated very low scores below 10. Relative similarity among work locations would indicate that the DoD safety program is uniformly administered across work locations, whereas dissimilarity may indicate disparity in the administration or perception of the safety program.

Figure 9
Percentile Scores of Safety Program Items – Army – 2007

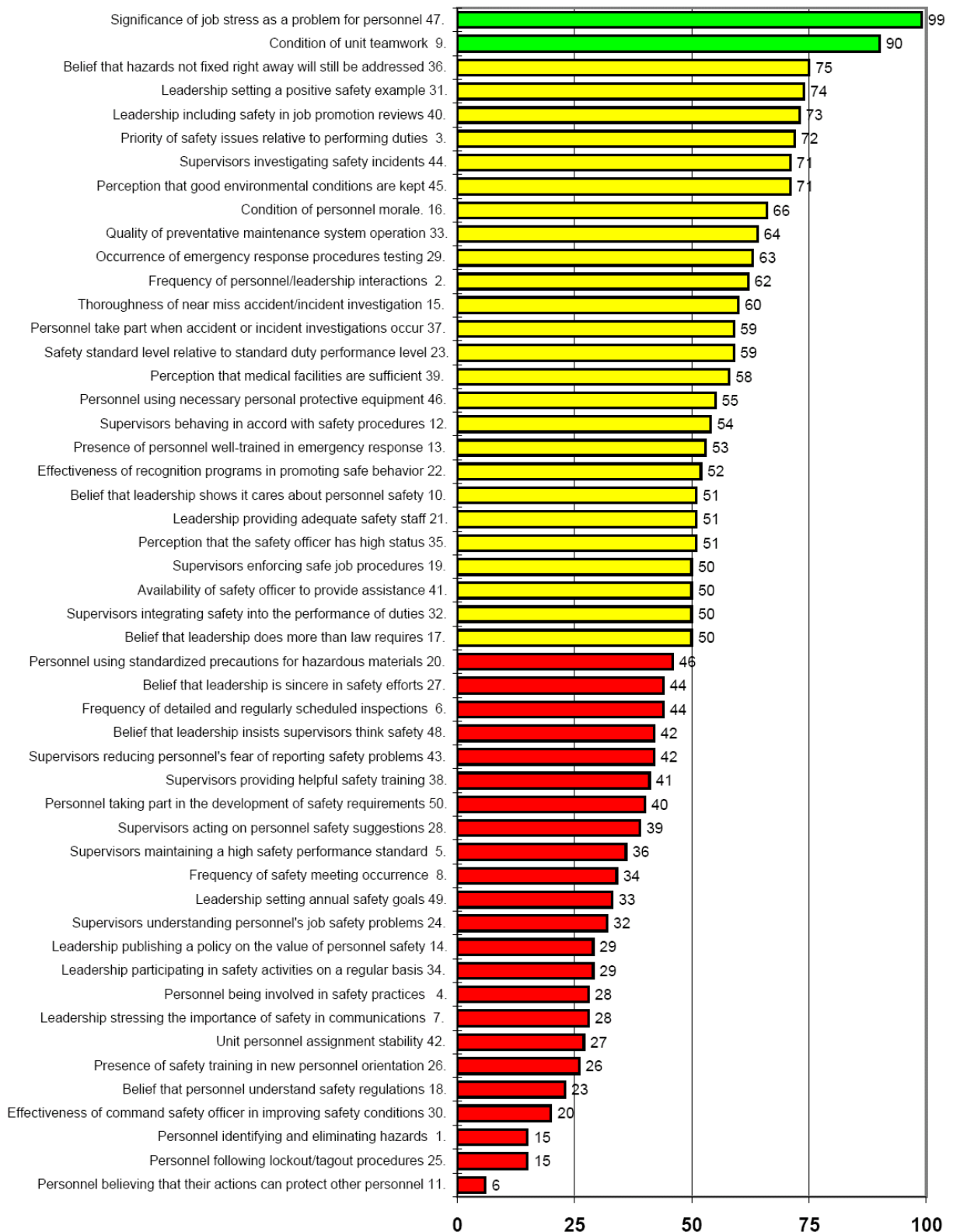


Figure 10
Program Category Percentile Scores - Army

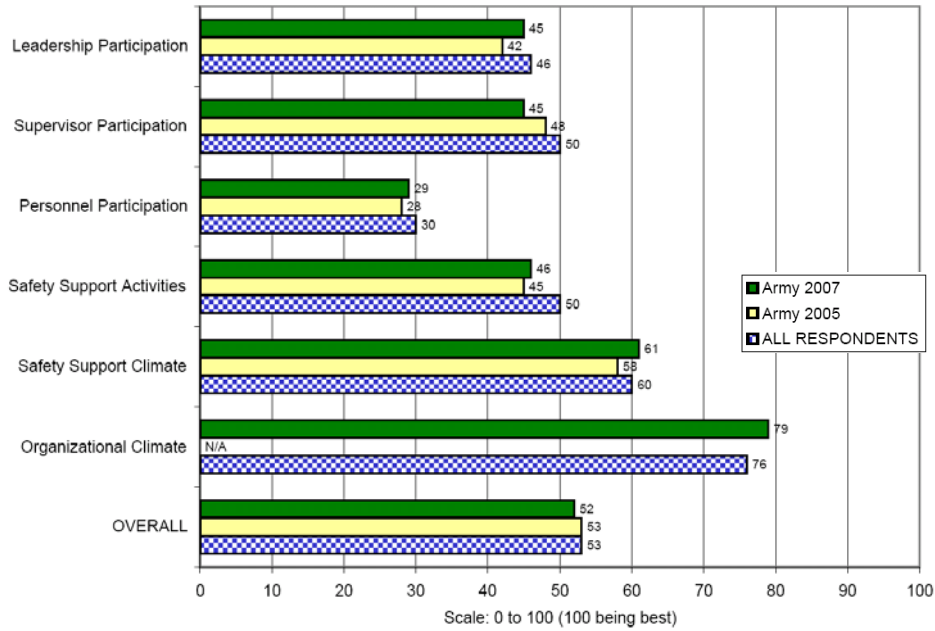


Figure 11
Program Category Percentile Scores – Army – 2007

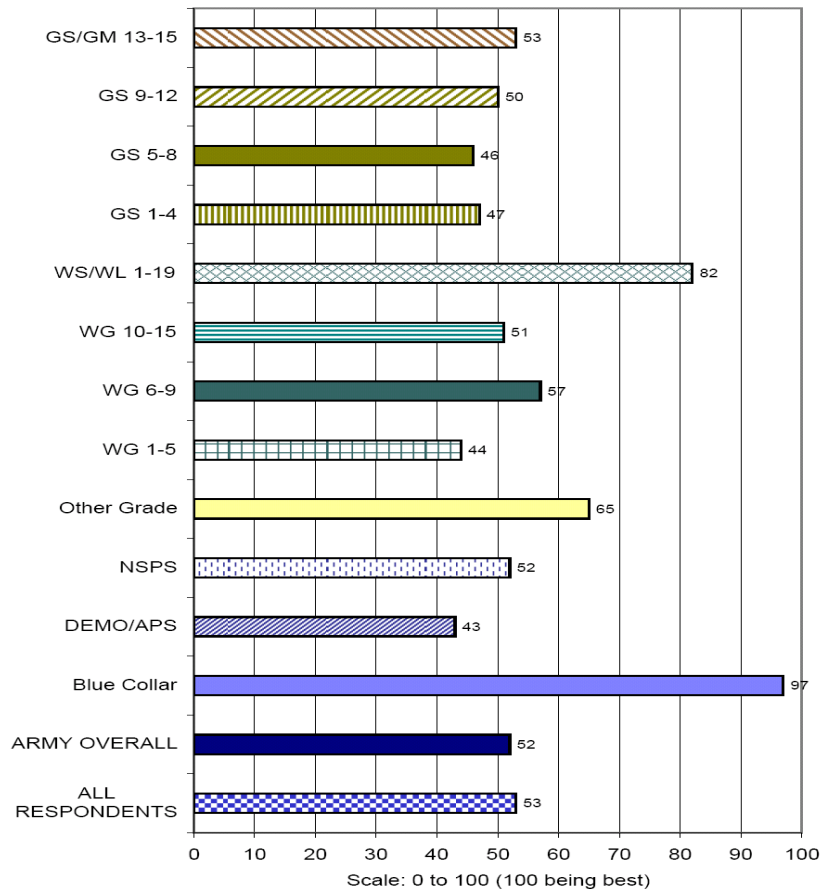
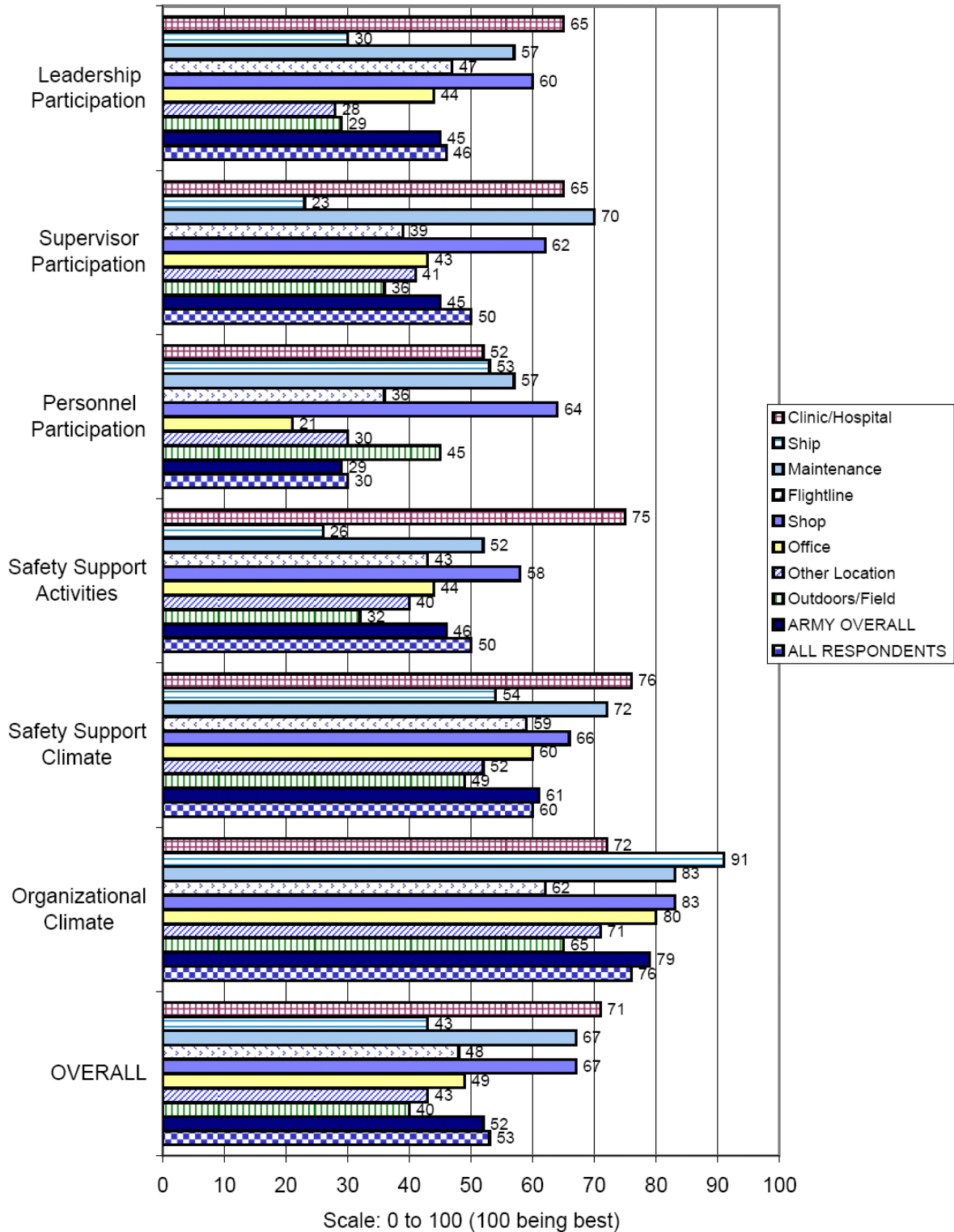
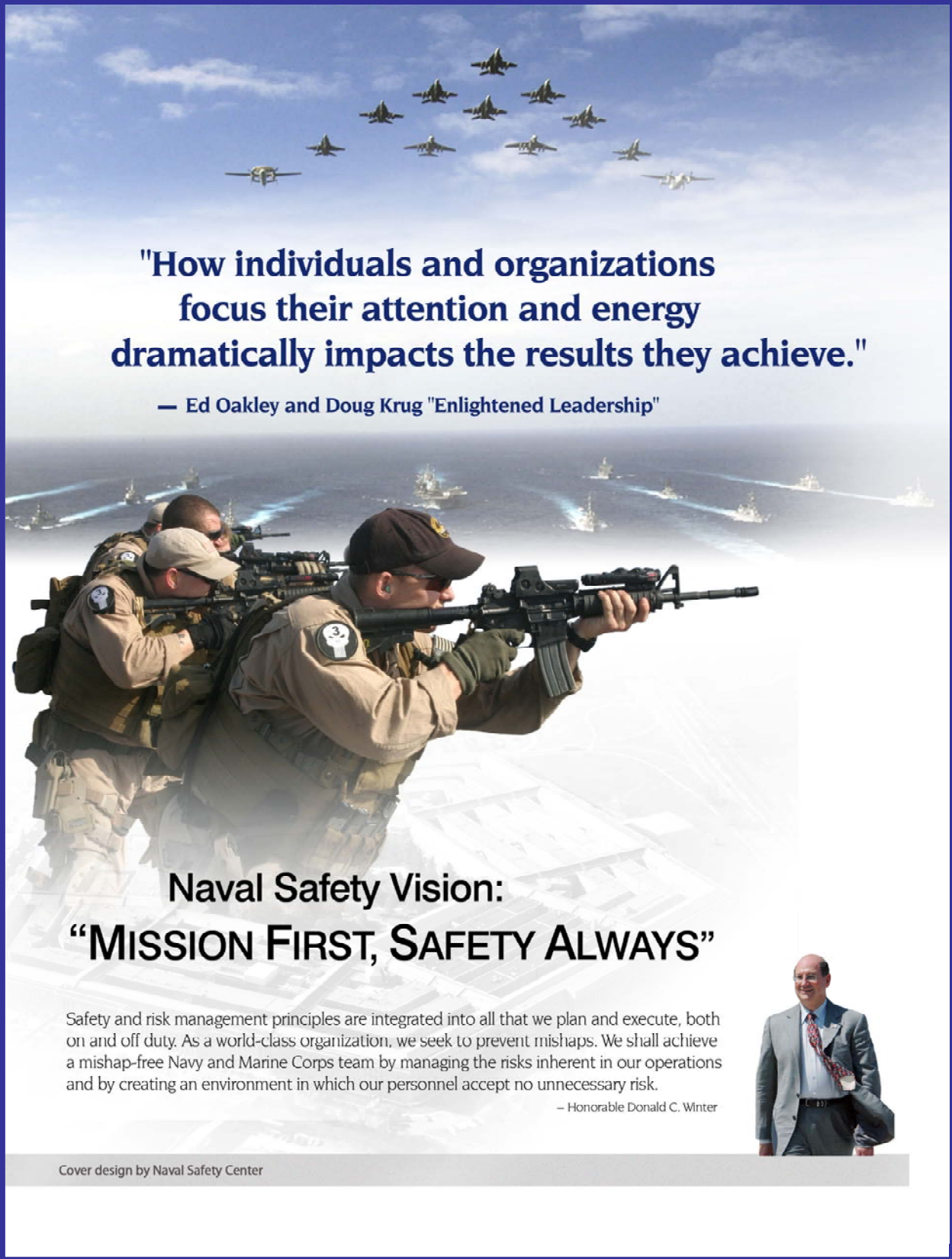


Figure 12
Program Category Percentile Scores by Work Location – Army – 2007



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**"How individuals and organizations
focus their attention and energy
dramatically impacts the results they achieve."**

— Ed Oakley and Doug Krug "Enlightened Leadership"

**Naval Safety Vision:
"MISSION FIRST, SAFETY ALWAYS"**

Safety and risk management principles are integrated into all that we plan and execute, both on and off duty. As a world-class organization, we seek to prevent mishaps. We shall achieve a mishap-free Navy and Marine Corps team by managing the risks inherent in our operations and by creating an environment in which our personnel accept no unnecessary risk.

— Honorable Donald C. Winter



Cover design by Naval Safety Center

3.9 Navy

Figure 13 graphically presents the Navy's percentile scores for each of the 50 standard safety program items. Average performance compared to the NSC database is indicated by the line at the 50th percentile. Items with bars that meet or surpass this mark are performing at or above average while items that fall short of this mark are performing below average.

As illustrated in Figure 13, 22 items meet or surpass the 50th percentile mark, compared to only 20 above average items in 2005. Two items achieved very high percentile scores above 90. The ten highest scoring items for the Navy had percentile scores at or above 65 and are listed below (with percentile scores):

- Q47 Significance of job stress as a problem for personnel (99)***
- Q9 Condition of unit teamwork (93) - 2005***
- Q3 Priority of safety issues relative to performing duties (73) - 2005***
- Q44 Supervisors investigating safety incidents (73) - 2005***
- Q36 Belief that hazards not fixed right away will still be addressed (73) - 2005***
- Q40 Leadership including safety in job promotion reviews (72) - 2005***
- Q31 Leadership setting a positive safety example (71) - 2005***
- Q15 Thoroughness of near miss accident/incident investigation (65)***
- Q29 Occurrence of emergency response procedures testing (65) - 2005***
- Q16 Condition of personnel morale (65)***

As indicated by the red shading, the Navy generated 28 items with scores below the 50th percentile (representing below average performance), compared to 26 such items in 2005. Among these items, 18 items have moderately low scores below 40, three of which have low scores below 20. Items with below average percentiles (<50) are potential target areas that can be used to determine improvement priorities. The below average priority items are listed below, from lowest to highest percentile score.

- Q11 Personnel believing that their actions can protect other personnel (6) - 2005***
- Q1 Personnel identifying and eliminating hazards (14) - 2005***
- Q30 Effectiveness of command safety officer in improving safety conditions (17) - 2005***
- Q4 Personnel being involved in safety practices (23) - 2005***
- Q25 Personnel following lockout/tagout procedures (23) - 2005***
- Q18 Belief that personnel understand safety regulations (23) - 2005***
- Q34 Leadership participating in safety activities on a regular basis (24) - 2005***
- Q42 Unit personnel assignment stability (27)***
- Q14 Leadership publishing a policy on the value of personnel safety (28) - 2005***
- Q7 Leadership stressing the importance of safety in communications (30) - 2005***
- Q49 Leadership setting annual safety goals (30) - 2005***

- Q8 Frequency of safety meeting occurrence (33) - 2005***
- Q24 Supervisors understanding personnel's job safety problems (34) - 2005***
- Q26 Presence of safety training in new personnel orientation (34) - 2005***
- Q5 Supervisors maintaining a high safety performance standard (35) - 2005***
- Q41 Availability of safety officer to provide assistance (38) - 2005***
- Q50 Personnel taking part in the development of safety requirements (39) - 2005***
- Q38 Supervisors providing helpful safety training (39) - 2005***
- Q48 Belief that leadership insists supervisors think safety (42) - 2005***
- Q35 Perception that the safety officer has high status (43) - 2005***
- Q2 Frequency of personnel/leadership interactions (43) - 2005***
- Q6 Frequency of detailed and regularly scheduled inspections (44) - 2005***
- Q27 Belief that leadership is sincere in safety efforts (44)***
- Q10 Belief that leadership shows it cares about personnel safety (45) - 2005***
- Q32 Supervisors integrating safety into the performance of duties (46) - 2005***
- Q28 Supervisors acting on personnel safety suggestions (46) - 2005***
- Q43 Supervisors reducing personnel's fear of reporting safety problems (48)***
- Q19 Supervisors enforcing safe job procedures (48) - 2005***

Figure 14 compares the current Navy results to its own 2005 results and the 2007 all Civilian Personnel respondents. For most program categories, Navy scores are slightly lower than the All Respondents results and its own 2005 results. The Navy percentile scores range from a moderately low score of 30 for Personnel Participation to a moderately high 78 for Organizational Climate. The overall Navy percentile score is a moderate 52 indicating that 48 percent of the database organizations achieved a higher overall score than did the Navy. This is a slight decrease of 3 percentile points from Navy's moderate score of 55 in 2005.

Figure 15 compares the overall safety perceptions of the Navy Civilian Personnel grades. Because the grade categories changed from 2005 to 2007, comparisons across survey years cannot be made. As with many organizations that have conducted the SAFETY BAROMETER, higher-ranking personnel tend to report more positive safety program perceptions overall, while lower-ranking personnel tend to generate less positive responses, with some exceptions. Within General Schedule (GS) grades, GS/GM 13-15 holds the highest perceptions, while GS 1-4 is the least positive. However, among Wage (WG/WS/WL) grades, WS/WL 1-19 holds the most positive perceptions followed closely by WG 1-5, while WG 10-15 and WG 6-9 have identical, below average perceptions. A high overall percentile score of 81 is generated by Blue Collar personnel. In addition, above average overall perceptions are also held by GS/GM 13-15, GS 9-12, WS/WL 1-19, WG 1-5, and DEMO/APS groups. Below average overall percentile scores are generated for GS 5-8, GS 1-4, WG 10-15, WG 6-9, Other Grade, and NSPS staff.

Relative similarity among grade perceptions would indicate the DoD safety program is uniformly administered across all grades while notable differences suggest that improved communication and increased contact among these groups may help to decrease the safety perception gap.

Figure 16 compares the safety perceptions of eight Civilian Personnel Navy work locations according to program category. These work locations are Office, Shop, Maintenance, Outdoors/Field, Flightline, Ship, Clinic/Hospital, and Other.

Clinic/Hospital and Ship personnel report the most positive safety program perceptions, with mostly moderately high scores in the 60s and 70s. Office, Shop, and Outdoors/Field staff tended to exhibit more moderate perceptions, followed by Maintenance and Other Locations staff. Flightline generates the least positive responses for all program categories with well below average perceptions. Relative similarity among work locations would indicate that the DoD safety program is uniformly administered across work locations, whereas dissimilarity may indicate disparity in the administration of the safety program.

Figure 13
Percentile Scores of Safety Program Items – Navy – 2007

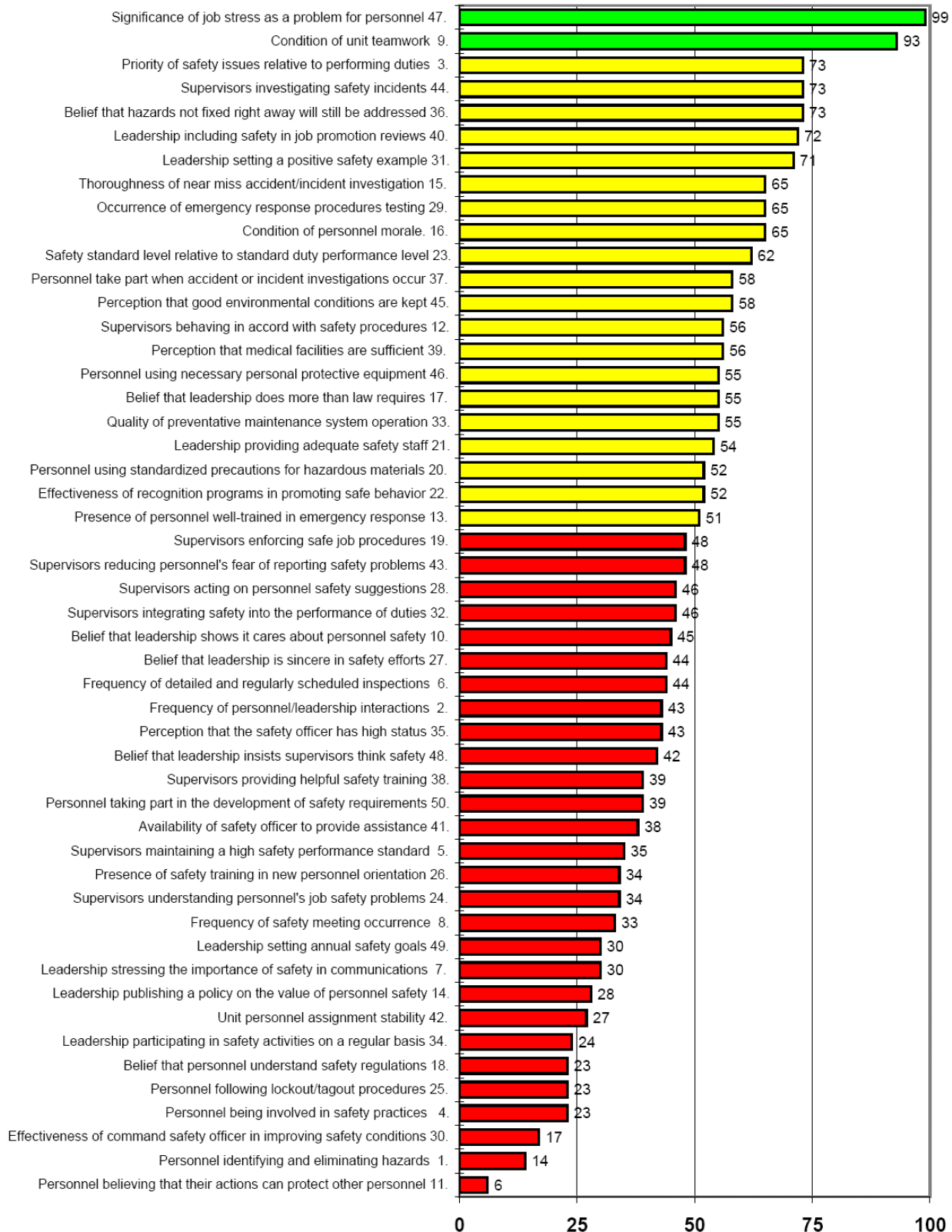


Figure 14
Program Category Percentile Scores - Navy

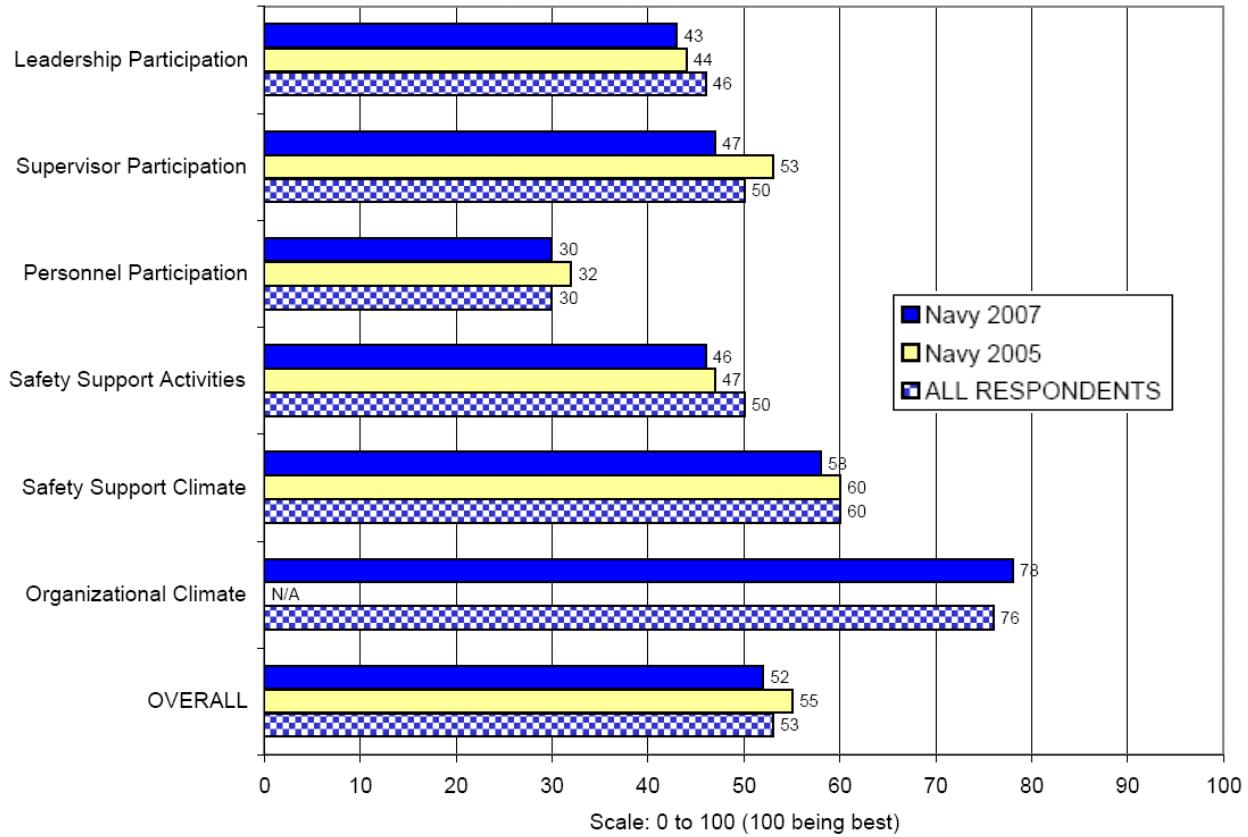


Figure 15
Overall Percentile Scores by Grade - Navy

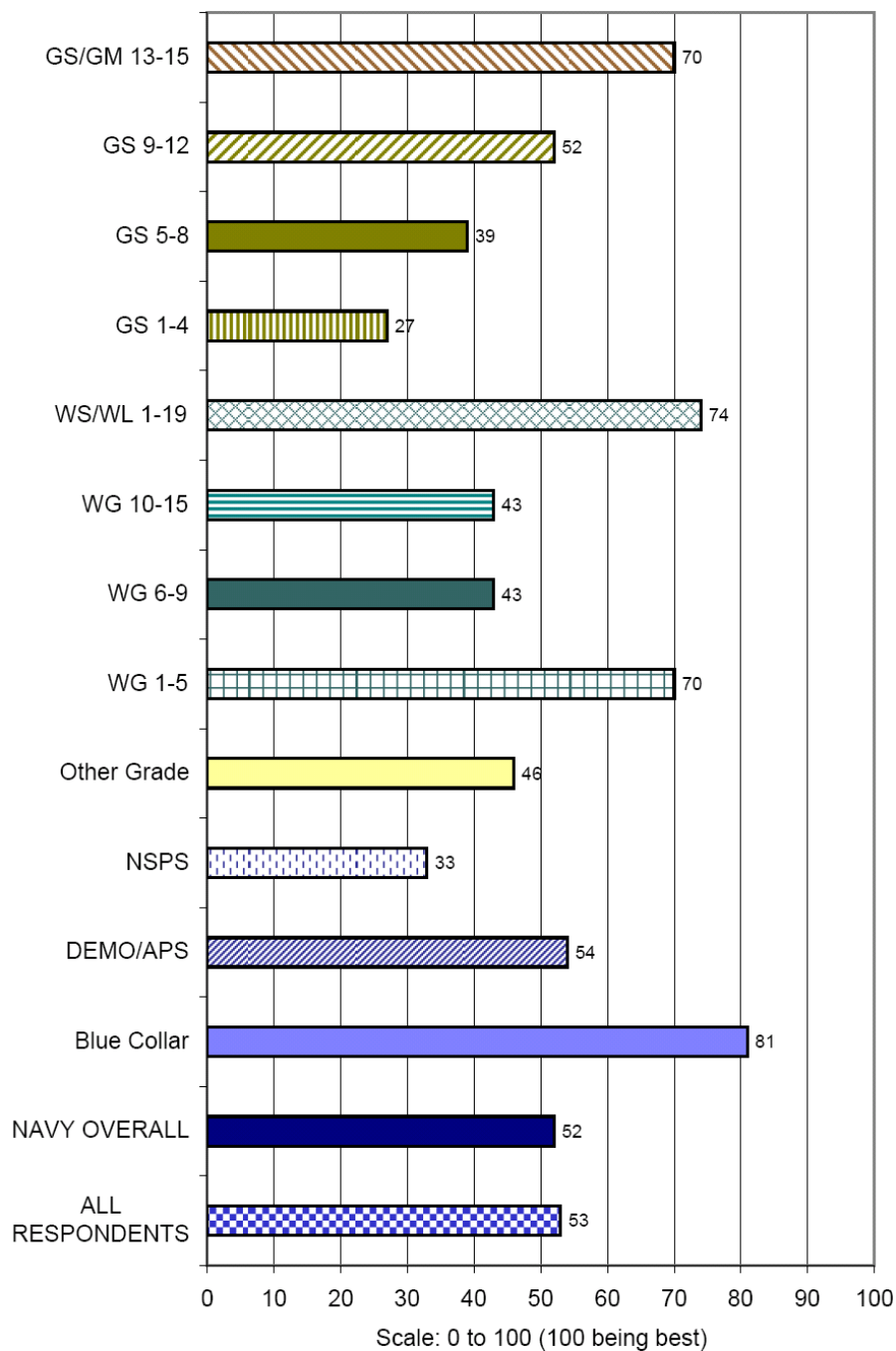
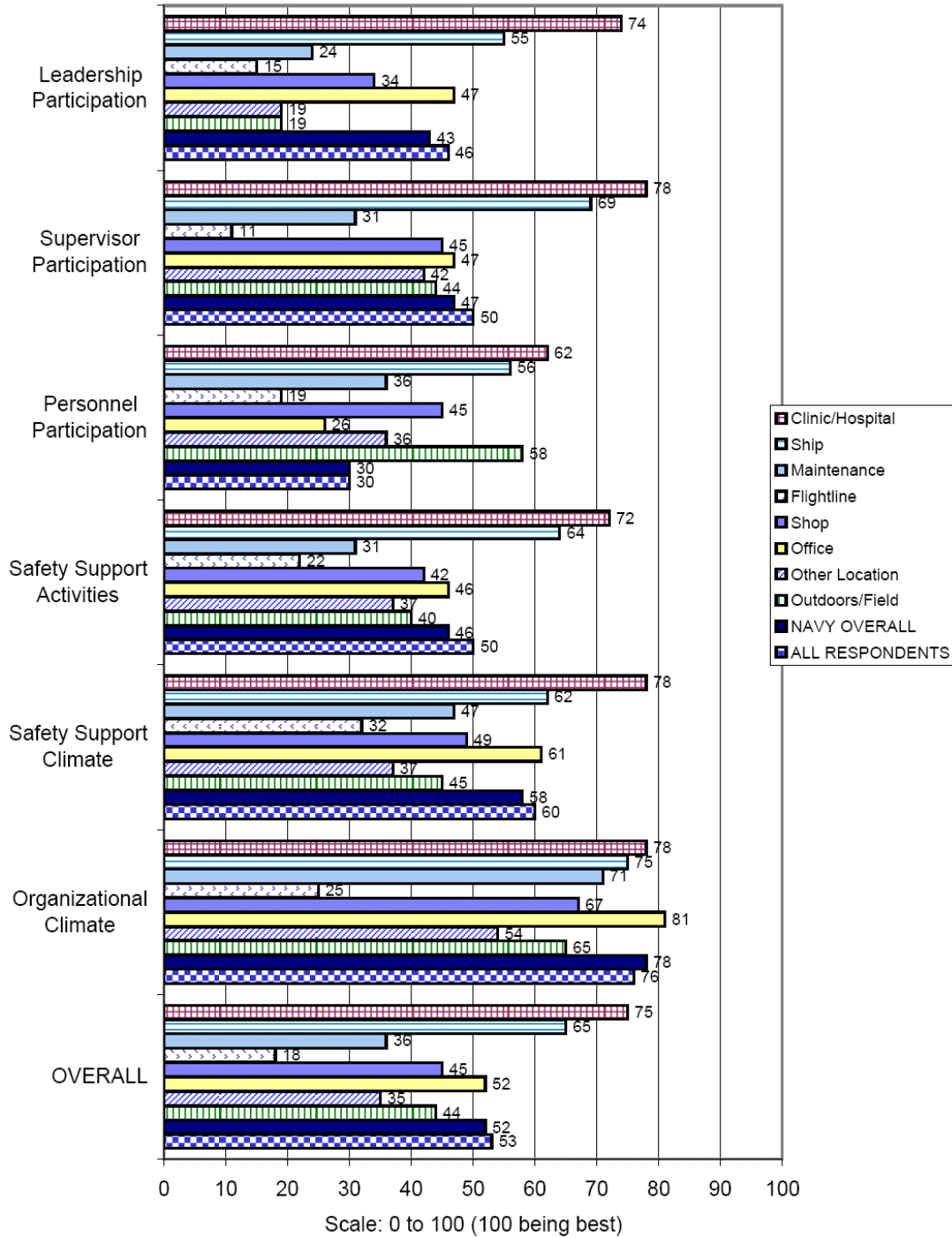


Figure 16
Program Category Percentile Scores by Work Location – Navy - 2007



3.10 Marine Corps

Figure 17 graphically presents the Marine Corps' percentile scores for each of the 50 standard safety program items. Average performance compared to the NSC database is indicated by the line at the 50th percentile. Items with bars that meet or surpass this mark are performing at or above average while items that fall short of this mark are performing below average.

As illustrated in Figure 17, 22 items meet or surpass the 50th percentile mark, an improvement from 14 above average items in 2005. Two items achieved high percentile scores above 80. The eight highest scoring items for the Marine Corps have percentile scores at or above 59 and are listed below (with percentile scores):

- Q47 Significance of job stress as a problem for personnel (99)***
- Q9 Condition of unit teamwork (87) - 2005***
- Q31 Leadership setting a positive safety example (74) - 2005***
- Q36 Belief that hazards not fixed right away will still be addressed (74) - 2005***
- Q23 Safety standard level relative to standard duty performance level (63) - 2005***
- Q46 Personnel using necessary personal protective equipment (61)***
- Q40 Leadership including safety in job promotion reviews (61)***
- Q29 Occurrence of emergency response procedures testing (59) - 2005***

As indicated by the red shading, the Marine Corps generated 28 items with scores below the 50th percentile (representing below average performance), compared to 32 such items in 2005. Among these items, 18 items have moderately low scores of 40 or below, seven of which have low scores of 20 or below. Items with below average percentiles (<50) are potential target areas that can be used to determine improvement priorities. The below average priority items are listed below, from lowest to highest percentile score.

- Q11 Personnel believing that their actions can protect other personnel (6) - 2005***
- Q7 Leadership stressing the importance of safety in communications (15) - 2005***
- Q25 Personnel following lockout/tagout procedures (15) - 2005***
- Q30 Effectiveness of command safety officer in improving safety conditions (16) - 2005***
- Q1 Personnel identifying and eliminating hazards (18) - 2005***
- Q18 Belief that personnel understand safety regulations (19) - 2005***
- Q34 Leadership participating in safety activities on a regular basis (20) - 2005***
- Q26 Presence of safety training in new personnel orientation (22) - 2005***
- Q14 Leadership publishing a policy on the value of personnel safety (22) - 2005***
- Q4 Personnel being involved in safety practices (23) - 2005***
- Q38 Supervisors providing helpful safety training (24) - 2005***
- Q24 Supervisors understanding personnel's job safety problems (25) - 2005***
- Q42 Unit personnel assignment stability (27)***

- Q49 Leadership setting annual safety goals (27) - 2005***
- Q5 Supervisors maintaining a high safety performance standard (35) - 2005***
- Q8 Frequency of safety meeting occurrence (38) - 2005***
- Q48 Belief that leadership insists supervisors think safety (38) - 2005***
- Q28 Supervisors acting on personnel safety suggestions (39) - 2005***
- Q50 Personnel taking part in the development of safety requirements (41) - 2005***
- Q2 Frequency of personnel/leadership interactions (41) - 2005***
- Q19 Supervisors enforcing safe job procedures (42) - 2005***
- Q32 Supervisors integrating safety into the performance of duties (44) - 2005***
- Q20 Personnel using standardized precautions for hazardous materials (44) - 2005***
- Q33 Quality of preventative maintenance system operation (45)***
- Q35 Perception that the safety officer has high status (45) - 2005***
- Q13 Presence of personnel well-trained in emergency response (45) - 2005***
- Q21 Leadership providing adequate safety staff (45) - 2005***
- Q27 Belief that leadership is sincere in safety efforts (46) - 2005***

Figure 18 compares the current Marine Corps results to its own 2005 results and the 2007 all Civilian Personnel respondents. For all program categories, Marine Corps scores are lower than the All Respondents results, but higher than their own 2005 results. The Marine Corps percentile scores range from a moderately low score of 28 for Personnel Participation to a moderately high 72 for Organizational Climate. The overall Marine Corps Civilian percentile score is a moderate, but below average 45 indicating that 55 percent of the database organizations achieved a higher overall score than did the Marine Corps. This is an improvement of +8 percentile points from Marine Corps's moderately low 37 in 2005.

Figure 19 compares the overall safety perceptions of the Marine Corps Civilian Personnel grades. Because the grade categories changed from 2005 to 2007, comparisons across survey years cannot be made. To avoid making inaccurate generalizations based on an inadequate or absent sample, specific results were not computed for the WG 1-5 category.

As with many organizations that have conducted the Safety Barometer, higher-ranking personnel tend to report more positive safety program perceptions overall, while lower-ranking personnel tend to generate less positive responses. Within General Schedule (GS) grades, GS 9-12 holds the highest perceptions, followed by GS/GM 13-15 and the lower grades. GS 1-4 perceptions are notably lower than the other General Schedule groups. Among Wage (WG/WS/WL) grades, WS/WL 1-19 holds a much higher perception than the other WG groups, with WG 6-9 generating the lowest scores. A very high overall percentile score of 90 is generated by WS/WL 1-19 personnel. Above average overall perceptions are also held by GS 9-12 and WG 10-15. The remaining grades all generated below average overall percentile scores.

Relative similarity among grade perceptions would indicate that the DoD safety program is uniformly administered across grades, while notable differences would suggest that improved communication and increased contact among these groups may help to decrease the safety perception gap.

Figure 20 compares the safety perceptions of six Civilian Personnel Marine Corps work locations according to program category. These work locations are Office, Shop, Maintenance, Outdoors/Field, Flightline, and Other. To avoid making inaccurate generalizations based on an inadequate or absent sample, results were not computed for the Clinic/Hospital and Ship categories.

Outdoors/Field personnel report the most positive safety program perceptions, generating high scores above 80 for three program categories and a moderately high score of 72 overall. Flightline generated mostly moderately high scores in the 70s. Maintenance and Office staff show more moderate perceptions. Other Location and Shop results are relatively similar to each other and consistently generate the least positive responses, with mostly well below average results. Relative similarity among work locations would indicate that the DoD safety program is uniformly administered across work locations, whereas dissimilarity may indicate disparity in the administration of the safety program.

Figure 17
Percentile Scores of Safety Program Items – Marine Corps – 2007

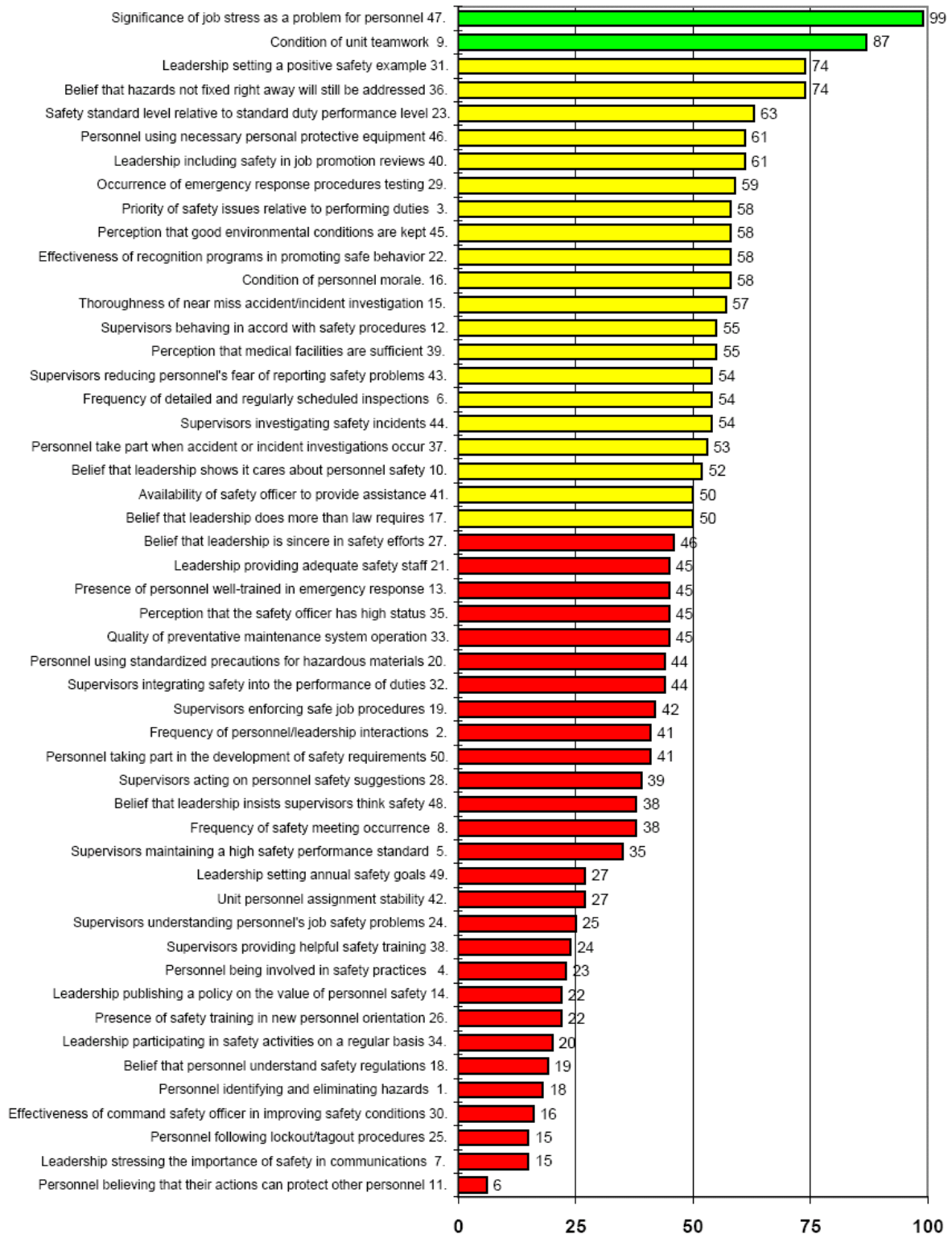


Figure 18
Program Category Percentile Scores – Marine Corps

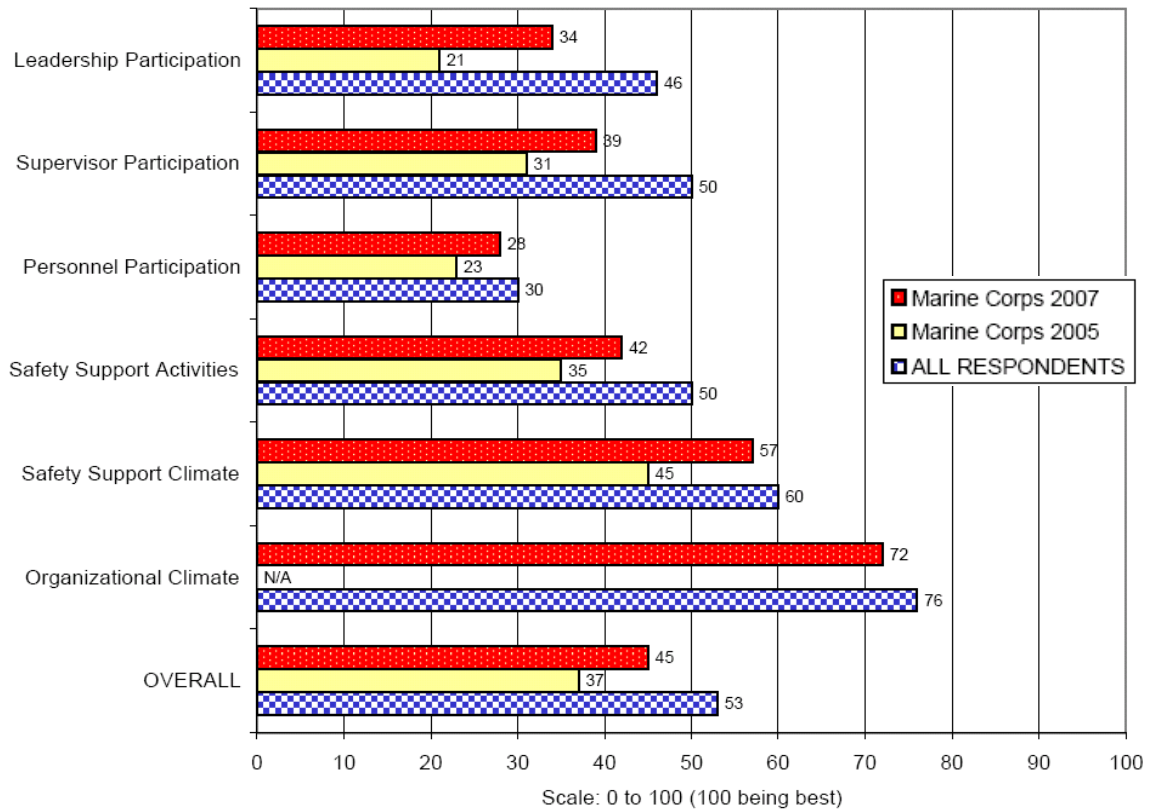


Figure 19
Overall Percentile Scores by Grade – Marine Corps – 2007

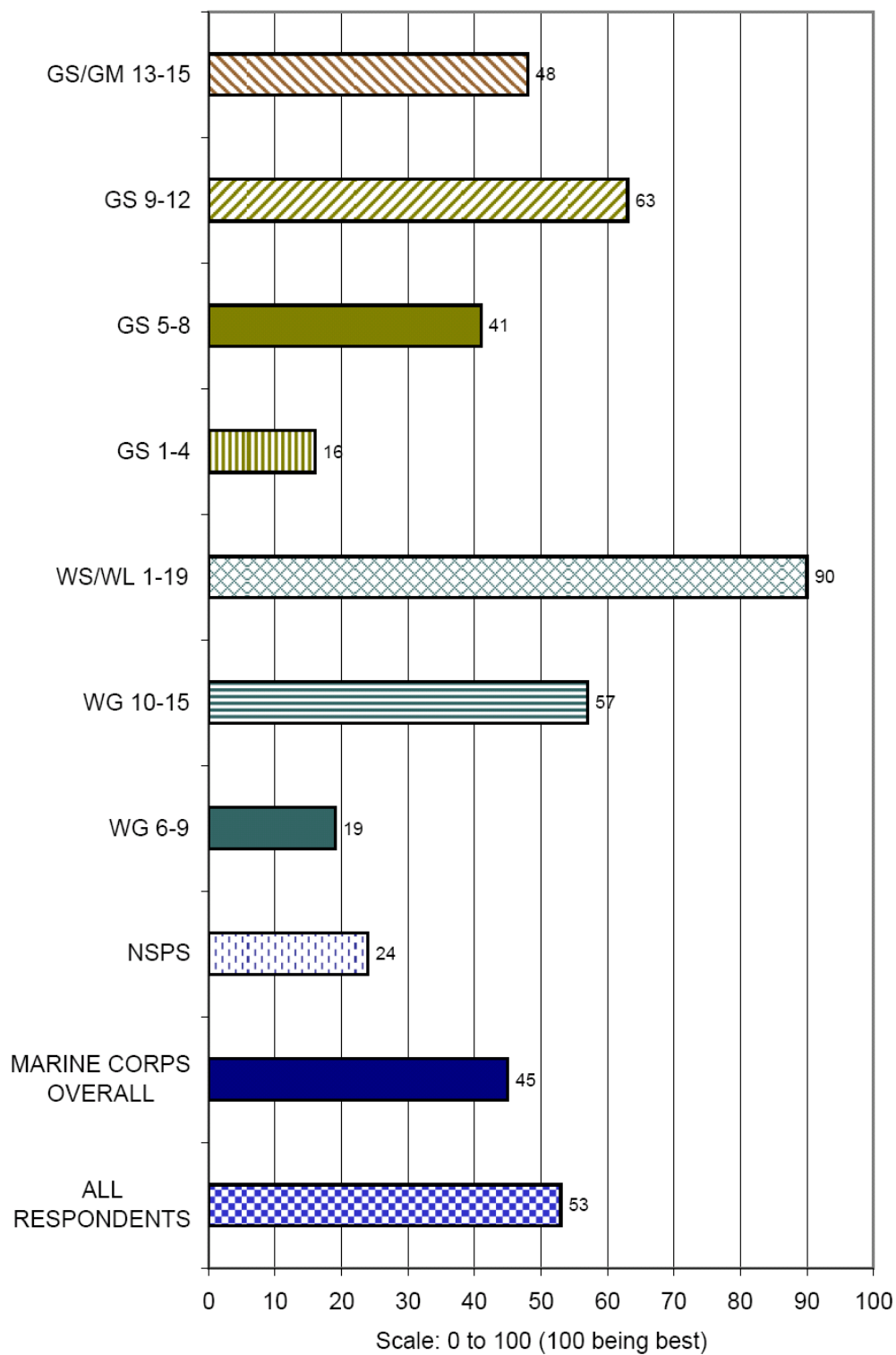
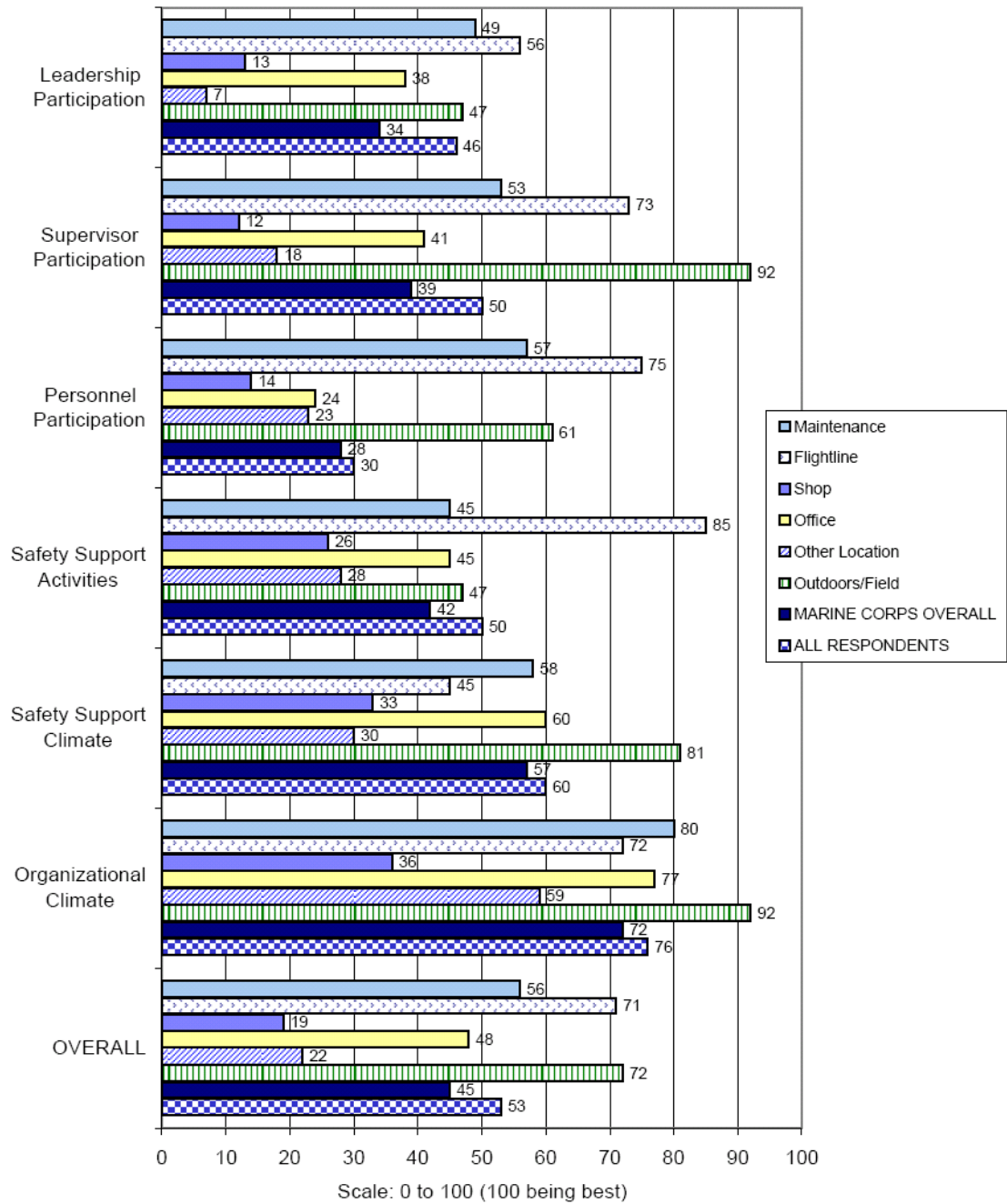


Figure 20
Program Category Percentile Scores by Work Location – Marine Corps – 2007



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World Class Organizations ...



**Understand Mission
Clear Vision
Enabling/Growing Leaders
Ongoing Dialogue
Developing Skill Set
Combined with Proper Tools**

“The best leaders clearly communicate their vision and objectives, empower their people, mentor along the way and take time to debrief performance in relation to those objectives.”

*— Lt Col Kevin Robbins —
Commander,
Thunderbirds Demonstration Team
Nellis AFB*

Cover design by Felicia M. Moreland of the HQ Air Force Safety Center

3.11 Air Force

Figure 21 graphically presents the Air Force's percentile scores for each of the 50 standard safety program items. Average performance compared to the NSC database is indicated by the line at the 50th percentile. Items with bars that meet or surpass this mark are performing at or above average while items that fall short of this mark are performing below average.

As illustrated in Figure 21, 33 items meet or surpass the 50th percentile mark, identical to 33 above average items in 2005. As in 2005, five items achieved a high percentile score at or above 80. The nine highest scoring items for the Air Force had percentile scores at or above 70 and are listed below (with percentile scores):

- Q47 Significance of job stress as a problem for personnel (99)***
- Q9 Condition of unit teamwork (90) - 2005***
- Q36 Belief that hazards not fixed right away will still be addressed (83) - 2005***
- Q44 Supervisors investigating safety incidents (82) - 2005***
- Q40 Leadership including safety in job promotion reviews (80) - 2005***
- Q31 Leadership setting a positive safety example (79) - 2005***
- Q3 Priority of safety issues relative to performing duties (78) - 2005***
- Q33 Quality of preventative maintenance system operation (71) - 2005***
- Q29 Occurrence of emergency response procedures testing (70)***

As indicated by the red shading, the Air Force generated 17 items with scores below the 50th percentile (representing below average performance), similar to 13 such items in 2005. Among these items, 12 items have moderately low scores below 40, one of which has a low score below 20. Items with below average percentiles (<50) are potential target areas that can be used to determine improvement priorities. The below average priority items are listed below, from lowest to highest percentile score.

- Q11 Personnel believing that their actions can protect other personnel (10) - 2005***
- Q30 Effectiveness of command safety officer in improving safety condition (22) - 2005***
- Q42 Unit personnel assignment stability (26)***
- Q1 Personnel identifying and eliminating hazards (26) - 2005***
- Q25 Personnel following lockout/tagout procedures (29) - 2005***
- Q4 Personnel being involved in safety practices (31) - 2005***
- Q7 Leadership stressing the importance of safety in communications (34) - 2005***
- Q14 Leadership publishing a policy on the value of personnel safety (35) - 2005***
- Q39 Perception that medical facilities are sufficient (36)***
- Q49 Leadership setting annual safety goals (36) - 2005***
- Q34 Leadership participating in safety activities on a regular basis (37) - 2005***
- Q8 Frequency of safety meeting occurrence (38) - 2005***

- Q18 Belief that personnel understand safety regulations (40)***
Q50 Personnel taking part in the development of safety requirements (42) - 2005
Q5 Supervisors maintaining a high safety performance standard (48)
Q28 Supervisors acting on personnel safety suggestions (49)
Q26 Presence of safety training in new personnel orientation (49) - 2005

Figure 22 compares the current Air Force results to its own 2005 results and the 2007 all Civilian Personnel respondents. For five of the six program categories, Air Force scores are higher than the All Respondents results. However, current Air Force scores are lower than their 2005 results. The Air Force percentile scores range from a moderate score of 46 for Personnel Participation to a moderately high 75 for Organizational Climate. The overall Air Force Civilian percentile score is a moderately high 62 indicating that 38 percent of the database organizations achieved a higher overall score than did the Air Force. This is a decline of 10 percentile points from Air Force's moderately high score of 72 in 2005.

Figure 23 compares the overall safety perceptions of the Air Force Civilian Personnel grades. Because the grade categories changed from 2005 to 2007, comparisons across survey years cannot be made.

As with many organizations that have conducted the Safety Barometer, higher-ranking personnel tend to report more positive safety program perceptions overall compared to lower ranking personnel. Within General Schedule (GS) grades, GS/GM 13-15, GS 9-12, and GS 5-8 hold rather similar perceptions, with GS 1-4 holding the least positive perceptions of the safety program. Among Wage (WG/WS/WL) grades, WS/WL 1-19 holds a much higher perception than the other WG groups, followed by WG 6-9, WG 10-15, and finally WG 1-5 with the lowest Wage group scores. A high overall percentile score of 90 is generated by Other Grade personnel, and high scores above 80 are generated by WS/WL 1-19 and Demo/APS. Above average overall perceptions are also held by GS/GM 13-15, GS 9-12, GS 5-8, GS 1-4, WG 6-9, and NSPS. Below average overall percentile scores are WG 10-15 and WG 1-5.

Relative similarity among grade perceptions would indicate that the DoD safety program is uniformly administered across grades, while notable differences would suggest that improved communication and increased contact among these groups may help to decrease the safety perception gap.

Figure 24 compares the safety perceptions of Civilian Personnel Air Force work locations according to program category. These work locations are Office, Shop, Maintenance, Outdoors/Field, Flightline, Clinic/Hospital, and Other Location.

Office personnel report the most positive safety program perceptions for three program categories and overall, generating a moderately high overall score of 69. Clinic/Hospital and

Other Location staff also generated moderately high overall scores of 62 and 60, respectively. Maintenance, Flightline, Shop, and Outdoors/Field staff results are relatively similar to each other and generated moderate overall scores in the 50s. Relative similarity among work locations would indicate that the DoD safety program is uniformly administered across work locations, whereas dissimilarity may indicate disparity in the administration of the safety program.

Figure 21
Percentile Scores of Safety Program Items – Air Force – 2007

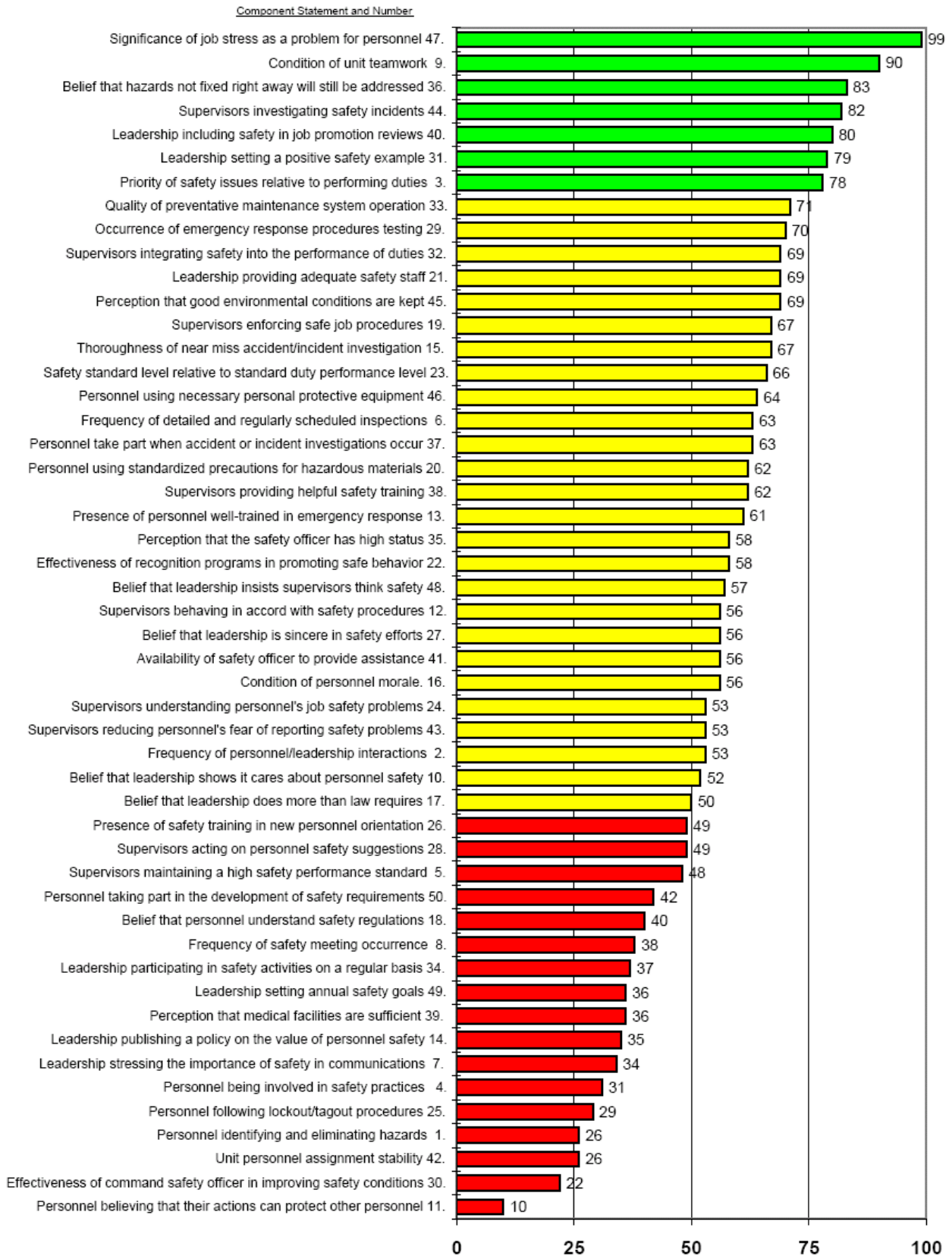


Figure 22
Program Category Percentile Scores – Air Force

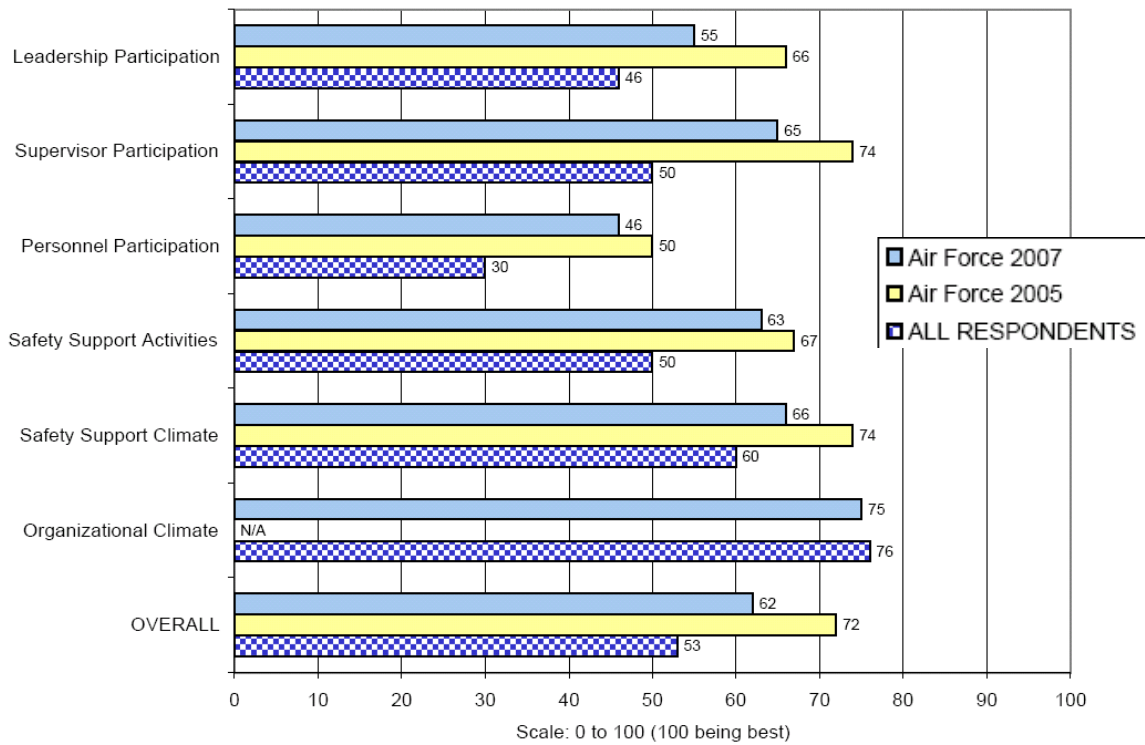


Figure 23
Overall Percentile Scores by Grade – Air Force – 2007

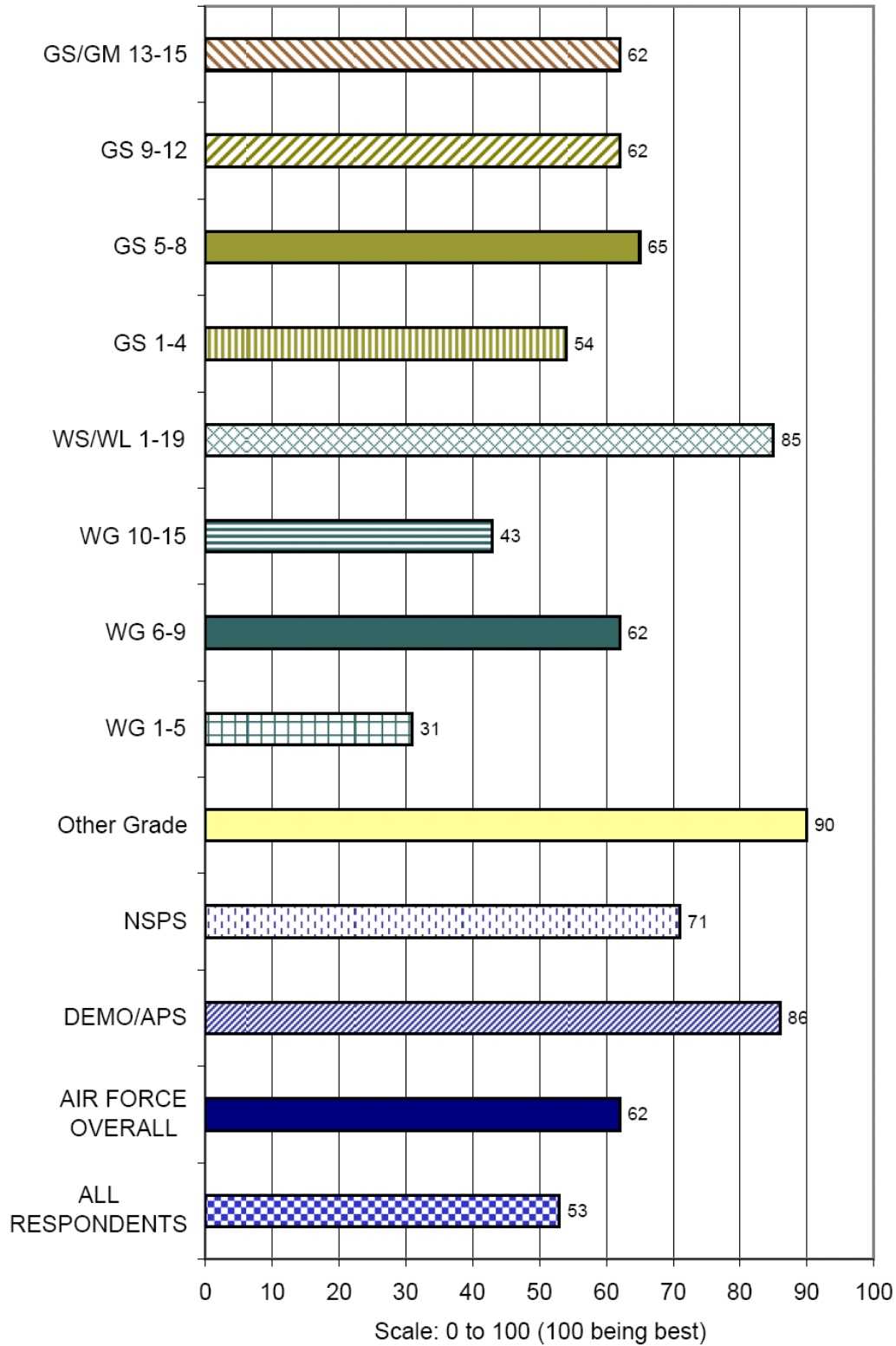
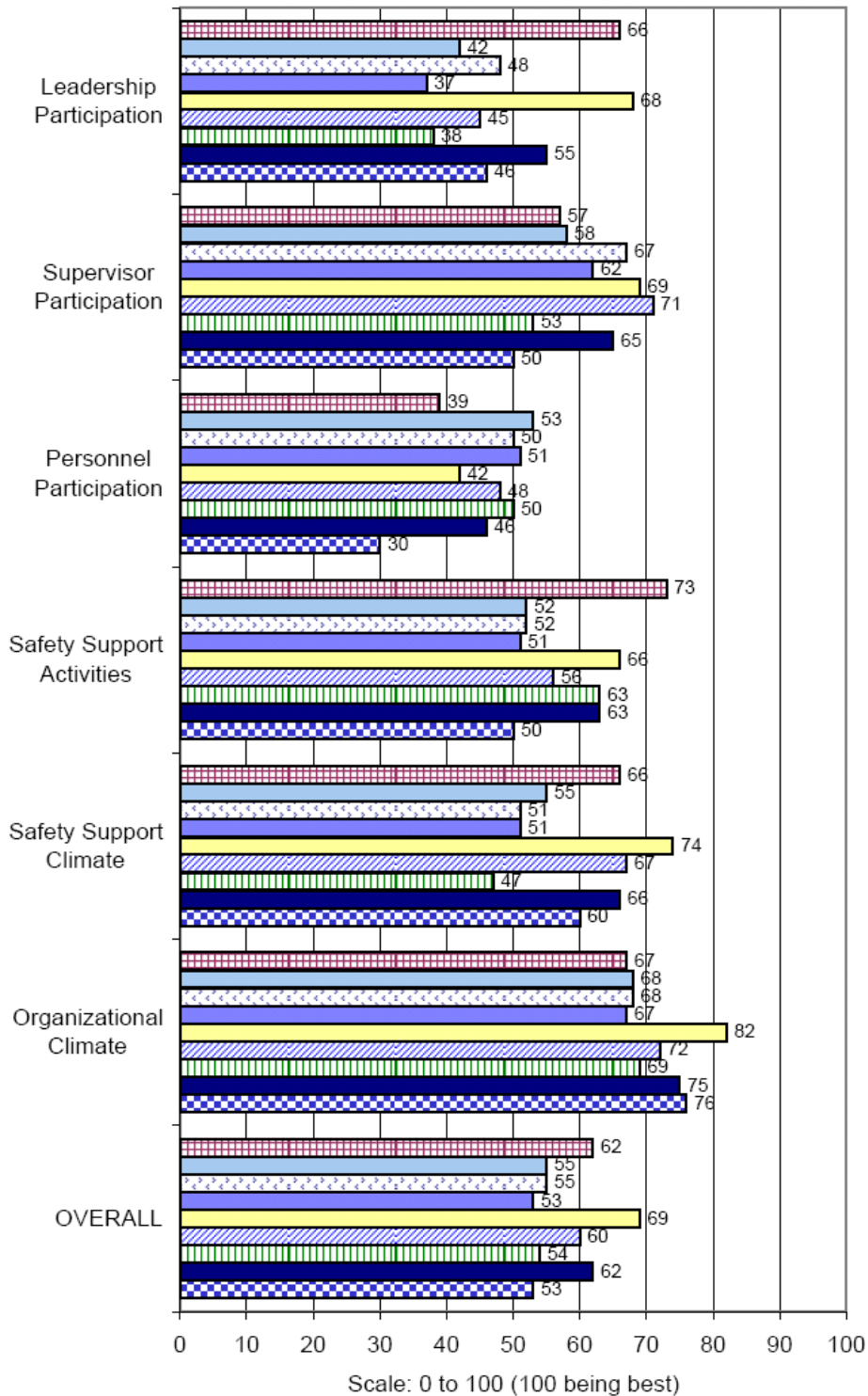


Figure 24
Program Category Percentile Scores by Work Location – Air Force – 2007



3.12 DoD Agencies/Activities

Figure 25 graphically presents the DoD Agencies/Activities percentile scores for each of the 50 standard safety program items. Average performance compared to the NSC database is indicated by the line at the 50th percentile. Items with bars that meet or surpass this mark are performing at or above average while items that fall short of this mark are performing below average.

As illustrated in Figure 25, 19 items meet or surpass the 50th percentile mark, similar to 17 above average items in 2005. Two items achieved high scores above 80. The ten highest scoring items for the DoD Agencies/Activities had percentile scores at or above 63 and are listed below (with percentile scores):

- Q47 Significance of job stress as a problem for personnel (98)***
- Q9 Condition of unit teamwork (89) - 2005***
- Q45 Perception that good environmental conditions are kept (76) - 2005***
- Q36 Belief that hazards not fixed right away will still be addressed (74) - 2005***
- Q40 Leadership including safety in job promotion reviews (72) - 2005***
- Q31 Leadership setting a positive safety example (71) - 2005***
- Q44 Supervisors investigating safety incidents (68) - 2005***
- Q29 Occurrence of emergency response procedures testing (66) - 2005***
- Q3 Priority of safety issues relative to performing duties (65) - 2005***
- Q33 Quality of preventative maintenance system operation (63) - 2005***

As indicated by the red shading, the DoD Agencies/Activities generated 31 items with scores below the 50th percentile (representing below average performance), similar to 29 such items in 2005. Among these items, 21 items have low scores below 40, eight of which have low scores below 20. Items with below average percentiles (<50) are potential target areas that can be used to determine improvement priorities. The below average priority items are listed below, from lowest to highest percentile score.

- Q11 Personnel believing that their actions can protect other personnel (4) - 2005***
- Q1 Personnel identifying and eliminating hazards (10) - 2005***
- Q25 Personnel following lockout/tagout procedures (15) - 2005***
- Q7 Leadership stressing the importance of safety in communications (16) - 2005***
- Q30 Effectiveness of command safety officer in improving safety conditions (16) - 2005***
- Q4 Personnel being involved in safety practices (17) - 2005***
- Q34 Leadership participating in safety activities on a regular basis (19) - 2005***
- Q18 Belief that personnel understand safety regulations (19) - 2005***
- Q24 Supervisors understanding personnel's job safety problems (21) - 2005***
- Q26 Presence of safety training in new personnel orientation (22) - 2005***
- Q14 Leadership publishing a policy on the value of personnel safety (22) - 2005***

- Q8 Frequency of safety meeting occurrence (25) - 2005***
- Q49 Leadership setting annual safety goals (25) - 2005***
- Q5 Supervisors maintaining a high safety performance standard (26) - 2005***
- Q20 Personnel using standardized precautions for hazardous materials (27) - 2005***
- Q42 Unit personnel assignment stability (29)***
- Q48 Belief that leadership insists supervisors think safety (29) - 2005***
- Q50 Personnel taking part in the development of safety requirements (30) - 2005***
- Q28 Supervisors acting on personnel safety suggestions (33) - 2005***
- Q41 Availability of safety officer to provide assistance (37) - 2005***
- Q2 Frequency of personnel/leadership interactions (39) - 2005***
- Q38 Supervisors providing helpful safety training (40) - 2005***
- Q19 Supervisors enforcing safe job procedures (40) - 2005***
- Q27 Belief that leadership is sincere in safety efforts (40) - 2005***
- Q35 Perception that the safety officer has high status (42) - 2005***
- Q43 Supervisors reducing personnel's fear of reporting safety problems (42) - 2005***
- Q10 Belief that leadership shows it cares about personnel safety (42) - 2005***
- Q6 Frequency of detailed and regularly scheduled inspections (43) - 2005***
- Q32 Supervisors integrating safety into the performance of duties (44) - 2005***
- Q17 Belief that leadership does more than law requires (45) - 2005***
- Q22 Effectiveness of recognition programs in promoting safe behavior (48)***

Figure 26 compares the current DoD Agencies/Activities results to its own 2005 results and the 2007 all Civilian Personnel respondents. For all program categories, DoD Agencies/Activities scores are lower than the All Respondents results, and remain relatively similar to its own 2005 results. The DoD Agencies/Activities percentile scores range from a moderately low score of 19 for Personnel Participation to a moderately high 72 for Organizational Climate. The overall DoD Agencies/Activities percentile score is a moderate but below average 43 indicating that 57 percent of the database organizations achieved a higher overall score than did the DoD Agencies/Activities. This is a negligible decrease of 1 percentile points from DoD Agencies/Activities' previous score of 44 in 2005.

Figure 27 compares the overall safety perceptions of the DoD Agencies/Activities Civilian Personnel grades. Because the grade categories changed from 2005 to 2007, comparisons across survey years cannot be made. Counter to many organizations that have conducted the Safety Barometer, General Schedule (GS & GM) staff generated increasingly more positive safety program perceptions by lower-ranking personnel. The similarity of perceptions among this grade group is an unusual and commendable achievement. More typically, among Wage (WG/WS/WL) grades, WS/WL 1-19 holds a much higher perception than the other WG groups, with WG 6-9 and WG 1-5 demonstrating the lowest scores. No DoD Agencies/Activities grade generated a high overall percentile score above 80. Above average overall perceptions are held by WS/WL 1-19, WG 10-15, and Other Grade staff. The remaining grades scored below 50.

Relative similarity among grade perceptions would indicate that the DoD safety program is uniformly administered across grades, while notable differences would suggest that improved communication and increased contact among these groups may help to decrease the safety perception gap.

Figure 28 compares the safety perceptions of eight Civilian Personnel DoD Agencies/Activities work locations according to program category. These work locations are Office, Shop, Maintenance, Outdoors/Field, Flightline, Ship, Clinic/Hospital, and Other Location. Flightline and Ship staff personnel report the most positive safety program perceptions with many high to very high scores in the 80s and 90s. More moderate perceptions are held by Clinic/Hospital, Other Location, and Outdoors/Field staff, with overall percentile scores in the 50s. Maintenance and Shop staff also tended toward moderate perceptions, generating slightly below average overall percentile scores. Office personnel consistently generate the least positive responses with well below average perceptions.

Relative similarity among work locations would indicate that the DoD safety program is uniformly administered across work locations, whereas dissimilarity may indicate disparity in the administration or perception of the safety program.

Figure 25
Percentile Scores of Safety Program Items – DoD Agencies/Activities – 2007

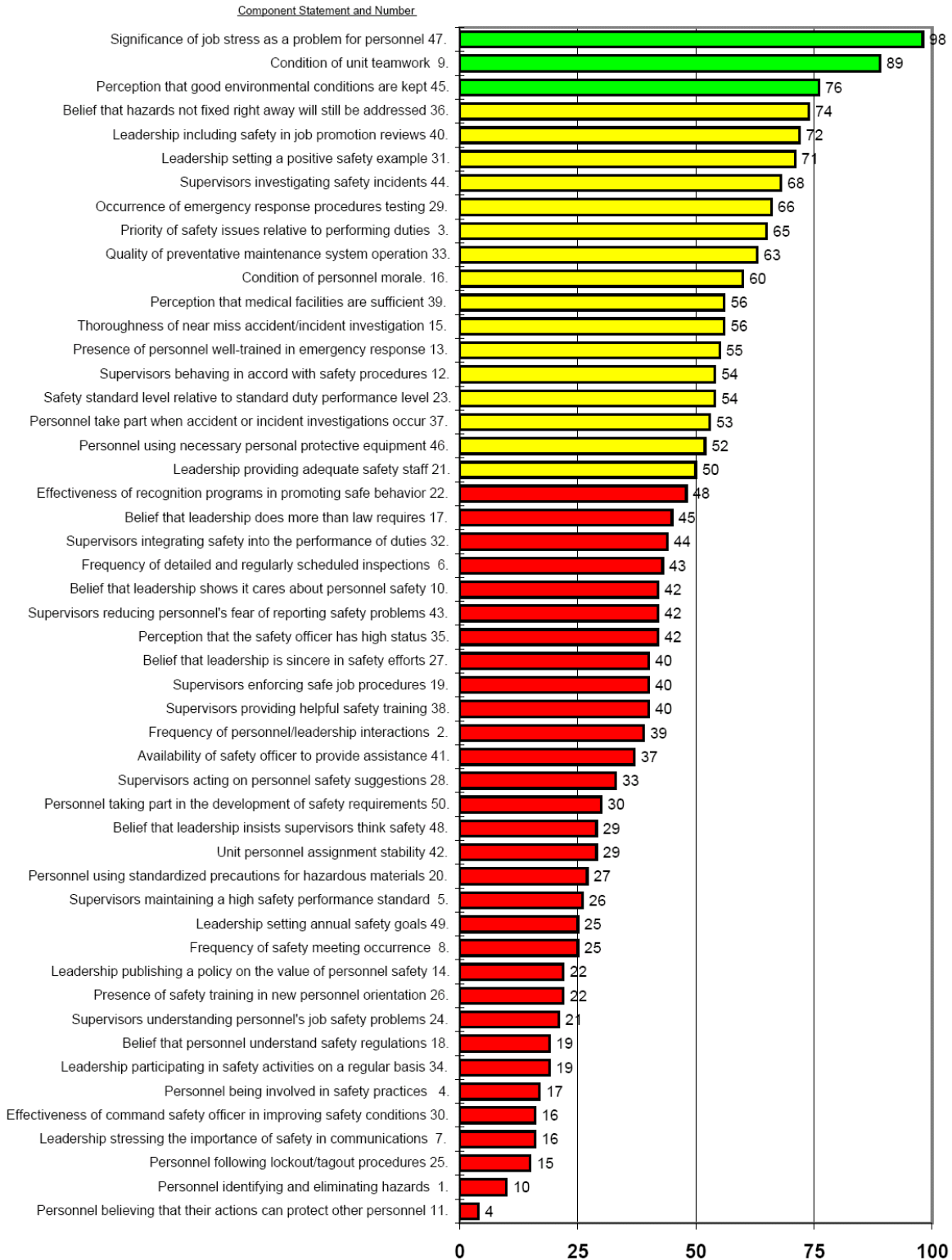


Figure 26
Program Category Percentile Scores – DoD Agencies/Activities

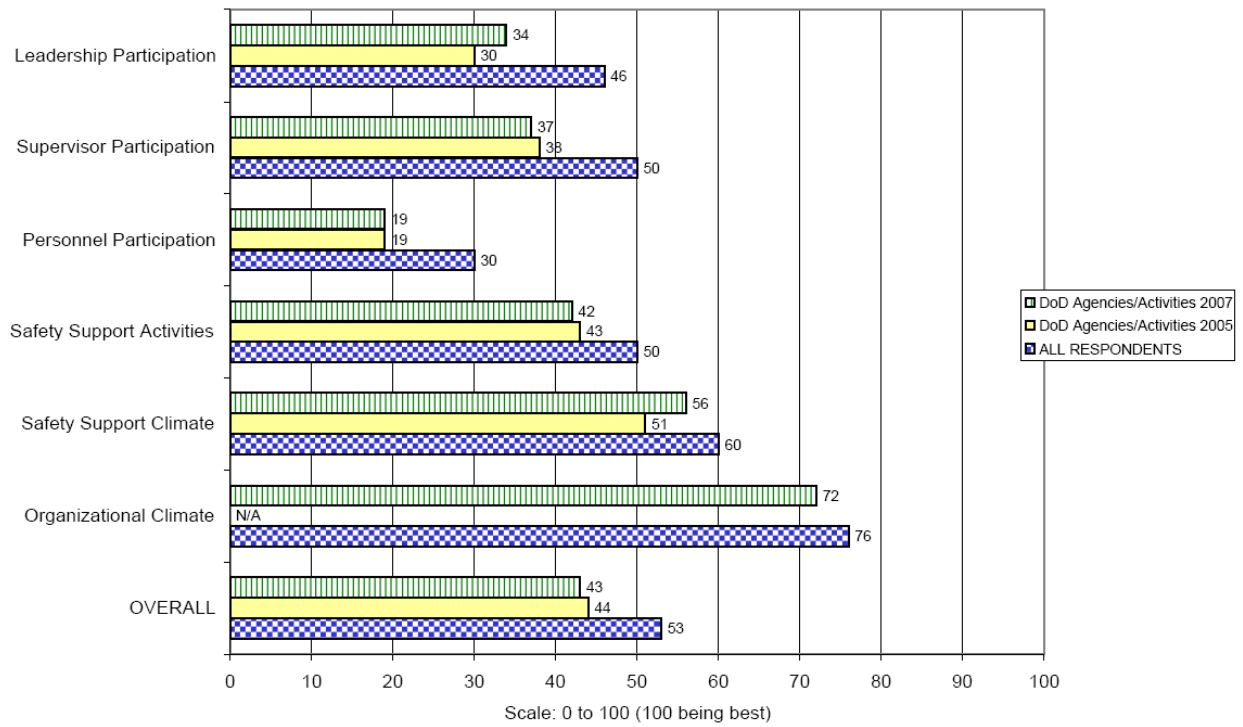


Figure 27
Overall Percentile Scores by Grade – DoD Agencies/Activities – 2007

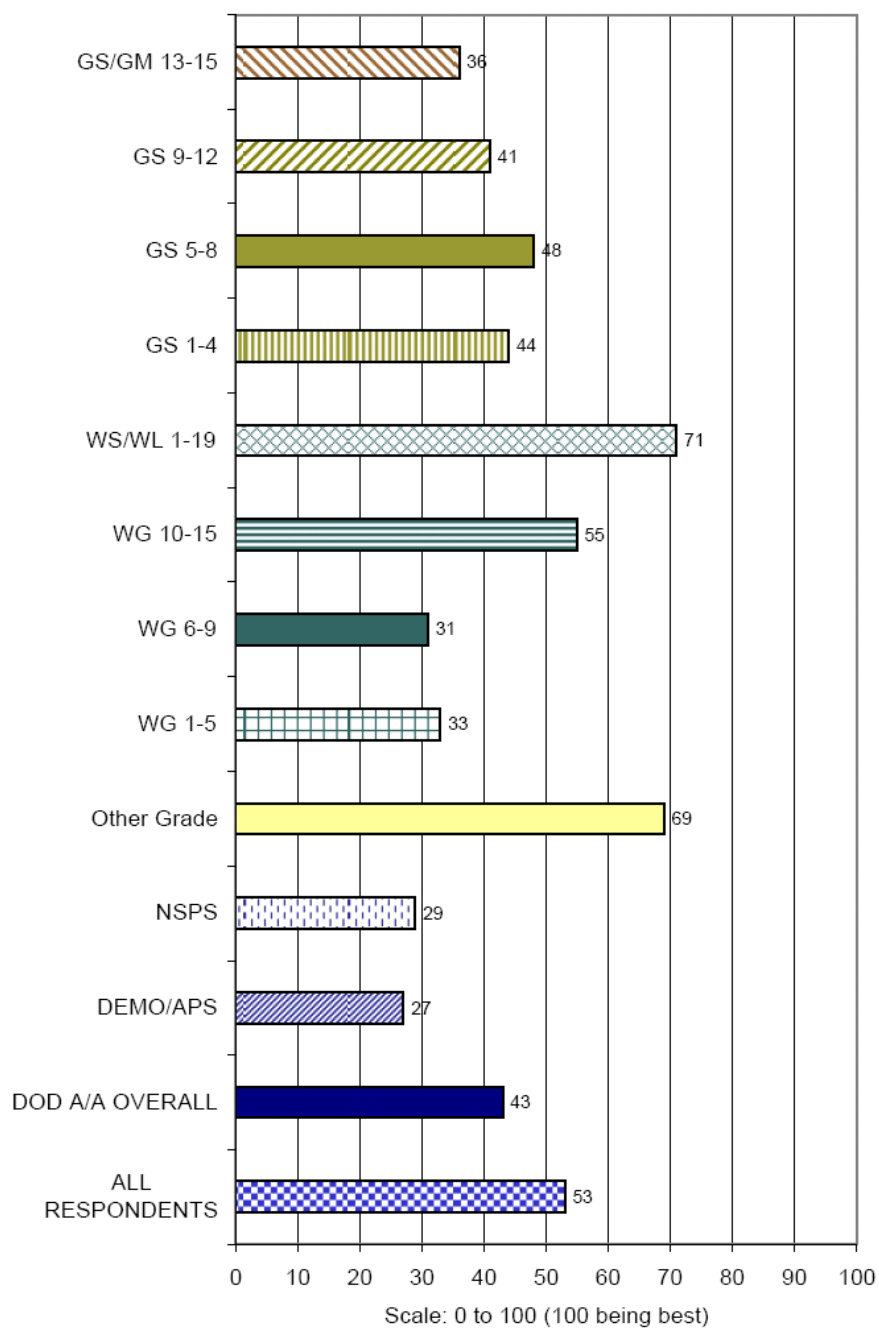
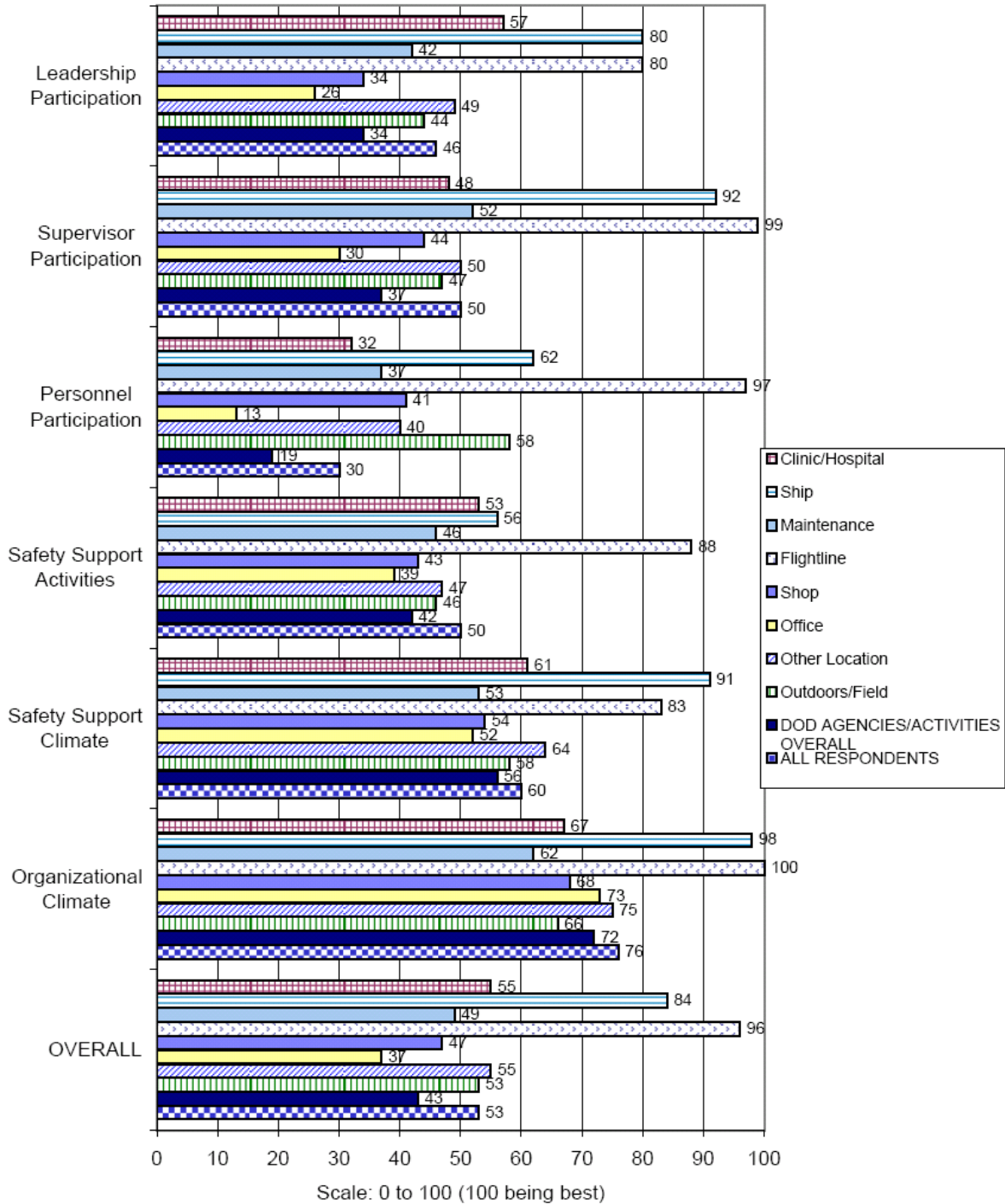


Figure 28
Program Category Percentile Scores by Work Location –
DoD Agencies/Activities – 2007



4 Conclusions

4.1 Overview

This report provides results of a survey of Civilian personnel conducted in 2007, with comparisons to 2005 results. These results can be used to assess perceptions of Civilian personnel regarding a variety of culture and activity-based items, to identify priority problem areas for specific action planning, and to analyze differences by grade, branch of Service, and work location. The data presented in this report can also be used as a baseline against which to continue measuring future progress and to quantify changes in perceptions regarding activity-based and culture-based issues in the future. Used on an on-going basis, the survey facilitates motivation, encourages safety related actions and serves as an evaluation and planning tool.

4.2 Path Forward

DoD Components should use these results as a catalyst and guide for making current safety program improvements. This report identifies lower-scoring priority items and problem areas for the organization as a whole and for various subgroups of personnel. Safety managers should examine the results and use the following three-step process to:

- Investigate, discuss, and understand why the areas might have been identified as lower-scoring priorities by survey respondents;
- Decide whether attention to each candidate priority item aligns with broader cultural and strategic initiatives of the organization; and
- Select and implement specific action-oriented strategies as countermeasures within DoD.

In addition, in order to maximize use of survey results:

- A team or teams of personnel should be identified with specific responsibility to further understand survey results and implement the three-step results interpretation process described above.
- Results interpretation team(s) should include personnel from all appropriate branches of Service, grades, and other demographic groups.
- Proposed action-oriented strategies developed by the results interpretation team(s) should be reviewed by high-level DoD leadership and implemented with clear support from them
- Results of the action plans should be measured using appropriate indicators and re-implementation of the survey instrument, for which a timetable should be determined as far in advance as possible.
- Feedback of survey results should be communicated to those identified in the survey population and to a wider distribution within DoD as appropriate.

4.3 List of Report Conclusions

The safety program for Civilian personnel received generally moderate ratings on the Safety Barometer survey, with more than half the 50 standard items scoring below average. Compared with responses from the 232 locations in the NSC database, Civilian Personnel percentile scores for safety program categories ranged from a moderately low 30 for Personnel Participation to a moderately high 76 for Organizational Climate. Currently, four of the six standard program categories have percentile scores at or above the average of 50. The overall Safety Barometer percentile score is a moderate 53 out of 100, meaning that 47 percent of the database organizations achieved a higher overall score than did Civilian personnel. This is a slight decline from the moderate score of 56 for DoD Civilian Personnel in 2005.

Closer examination shows that Civilian personnel scored at or above the 50th percentile for 24 of 50 standard items, very similar to 21 above average items in 2005. Two items generated high scores above 80. It is generally recommended that safety program items with percentiles less than 50 receive attention. These lowest scoring items may be used to establish improvement priorities. The 26 Safety Barometer items that generated below average percentile scores (<50) for Civilian personnel are presented below from lowest to highest percentile score.

- Q11 Personnel believing that their actions can protect other personnel (6) - 2005*
- Q1 Personnel identifying and eliminating hazards (16) - 2005*
- Q30 Effectiveness of command safety officer in improving safety conditions (19) - 2005*
- Q25 Personnel following lockout/tagout procedures (20) - 2005*
- Q18 Belief that personnel understand safety regulations (25) - 2005*
- Q4 Personnel being involved in safety practices (26) - 2005*
- Q7 Leadership stressing the importance of safety in communications (27) - 2005*
- Q42 Unit personnel assignment stability (27)*
- Q34 Leadership participating in safety activities on a regular basis (29) - 2005*
- Q14 Leadership publishing a policy on the value of personnel safety (29) - 2005*
- Q49 Leadership setting annual safety goals (32) - 2005*
- Q8 Frequency of safety meeting occurrence (33) - 2005*
- Q26 Presence of safety training in new personnel orientation (33) - 2005*
- Q24 Supervisors understanding personnel's job safety problems (36) - 2005*
- Q5 Supervisors maintaining a high safety performance standard (36) - 2005*
- Q50 Personnel taking part in the development of safety requirements (38) - 2005*
- Q28 Supervisors acting on personnel safety suggestions (41) - 2005*
- Q48 Belief that leadership insists supervisors think safety (43) - 2005*
- Q41 Availability of safety officer to provide assistance (45) - 2005*
- Q38 Supervisors providing helpful safety training (46) - 2005*
- Q27 Belief that leadership is sincere in safety efforts (46)*

- Q43 Supervisors reducing personnel's fear of reporting safety problems (47)***
- Q10 Belief that leadership shows it cares about personnel safety (48) - 2005***
- Q20 Personnel using standardized precautions for hazardous materials (48)***
- Q35 Perception that the safety officer has high status (49) - 2005***
- Q6 Frequency of detailed and regularly scheduled inspections (49) - 2005***

Within grade groups, higher-ranking grades tended to generate more positive perceptions among Civilian personnel, although this trend is stronger within some grade groups than in others. Currently, the Blue Collar and WS/WL 1-19 categories generate high overall percentile scores in the 80s. The lowest scoring grade is the Non-Categorized staff, who generated a very low score of 10.

Dissimilarities in perceptions among work locations were found, with those in Clinic/Hospital and Ship having the most positive perceptions (overall scores of 70 and 62, respectively). However, Ship staff also exhibited the largest decline among work locations, decreasing -24 percentile points since 2005. Those in Other Location and Outdoor/Field have the least positive perceptions, with overall scores of 49 and 46, respectively, which also reflect percentile score decreases since 2005.

Branch of Service analyses show that, while declining 10 percentile points since 2005, the Air Force again generated the most positive safety program perceptions with a moderately high overall percentile score of 62. Army and Navy results continue to be moderate, each producing an overall score of 52. Marine Corps is the only branch of Service that shows improvement since 2005, with overall percentile scores increasing 8 points from a moderately low 37 in 2005 to a slightly below average 45 in 2007. The DoD Agencies/Activities respondents had the least positive perceptions, declining slightly from a moderately low 44 in 2005 to 43 in 2007.

The results in this report are a guide for making safety program improvements. The data presented in this report can also be used as a baseline against which to continue measuring future progress. Communicating results of the survey and involving personnel in the decision-making process that results from it are fundamental aspects of any successful safety program

Appendix A – SECDEF Memo – Zero Preventable Accidents



THE SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

MAY 30 2007

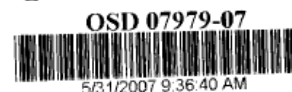
MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
ASSISTANT SECRETARIES OF DEFENSE
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, OPERATIONAL TEST AND EVALUATION
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
ASSISTANTS TO THE SECRETARY OF DEFENSE
DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTOR, PROGRAM ANALYSIS AND EVALUATION
DIRECTOR, NET ASSESSMENT
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Zero Preventable Accidents

I am committed to reducing preventable accidents as one of the cornerstones of the Department of Defense's Safety Program. Consistent with the President's Safety, Health, and Return-To-Employment (SHARE) initiative, I have set some very specific mishap reduction goals for the Department. We are focused on closely monitoring our most pressing mishap areas: civilian and military injuries, aviation accidents, and the number one non-combat killer of our military, private motor vehicle accidents.

We can no longer tolerate the injuries, costs, and capability losses from preventable accidents. Accidents cost the Department about \$3 billion per year, with indirect costs up to four times that amount. We have made progress in reducing aviation accidents and civilian lost work days, but have much more to do to address military injuries and private motor vehicle fatalities. Our goal is zero preventable accidents, and I remain fully committed to achieving the 75% accident reduction target in 2008.

The current focus of our Safety Council is on increasing the accountability of individuals and leaders, as well as pursuing safety technologies. Accountability and leadership are key to an effective safety program. I urge you to continue to emphasize safety in the workplace and hold leaders accountable for their safety programs. Your efforts will make the Department a safer place to work, and more capable of defending the Nation and her interests. We have no greater responsibility than to take care of those who volunteer to serve.



Appendix B – Scope and Methodology

Scope. This is part of the biennial report by the DoD Office of Inspector General (DoD OIG) documenting perception survey results. The purpose of this report was to evaluate the DoD Civilian personnel perception of safety, and compare to 2005 survey results. The survey was designed and administered with the support of the National Safety Council (NSC).

Work Performed. The DoD OIG safety evaluation team, in conjunction with the NSC, designed, developed, and analyzed results of the DoD safety perception surveys. The NSC administered the senior leader survey (see report IE 2008-006), and the Defense Manpower Data Center (DMDC) administered the safety perception survey. The safety perception survey process began on 4/30/2007. DMDC mailed notification letters to 102,490 DoD Civilian Personnel. The letter explained how and why the survey was being conducted, how information would be used, and why participation was important. Additional reminders were sent to encourage participation. DMDC collected data via the Web between 5/07/2007 and 6/14/2007.

DMDC employed single-stage, non-proportional stratified random sampling procedures, drawing the population of 102,490 individuals from their Civilian Personnel Data File. Respondents were disqualified if they left DoD due to separation, transfer, retirement, termination, death, or promotion within the preceding six months. Completed surveys (50 percent or more items answered) were received from 66,970 eligible respondents. The weighted response rate was 65.3 percent.

The DoD OIG, with assistance from the NSC, analyzed the results and produced charts, tables, and this report. Also, the DoD OIG has provided a series of results briefings to senior leaders within the Office of the Secretary of Defense, Service staff offices, Service Secretariats, Service Safety Centers, and others. These briefings were part of the OIG's constructive engagement process to provide DoD leaders with timely safety information as it was identified.

All survey questions were reviewed by DoD OIG Inspections & Evaluations and vetted through:

- The National Safety Council
- The Defense Manpower Data Center
- The DoD OIG Quality Management Division

This report is intended to provide the Office of the Secretary of Defense a general program analysis. Detailed analysis of Service, Defense Agencies, or other DoD subordinate organization safety programs is beyond the scope and intent of this report.

The OIG evaluation team performed the evaluation in accordance with the *Quality Standards for Inspections*, the President's Council on Integrity and Efficiency, January 2005.

2007 Status of Forces Survey of DoD Civilian Employees

	Strongly disagree					Disagree					Neither agree nor disagree					Agree					Strongly agree				
s. My supervisor enforces safety procedures.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>																				
t. Standardized precautions are used by personnel who deal with hazardous materials.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>																				
u. Leadership has provided adequate personnel to manage and support its safety program.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>																				
v. Awards and recognition programs used in this unit are not good at promoting safe behavior.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>																				
w. Job performance standards are higher for professional duties than for safety.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>																				
x. My supervisor understands the safety problems I face.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>																				
y. Personnel follow a regular lockout/tagout procedure.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>																				
z. Safety training is part of every new personnel orientation.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>																				
aa. I believe leadership is sincere in its efforts to ensure personnel safety.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>																				
ab. My supervisor seldom acts on personnel safety suggestions.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>																				
ac. Emergency response-related procedures are almost never tested to make sure they are working.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>																				
ad. The work of the command safety officer improves safety conditions in my unit.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>																				
ae. Leadership sets a positive safety example through their words and actions.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>																				
af. My supervisor has successfully fit safety into performance of duties.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>																				
ag. The system of preventive maintenance for facilities, tools, and machinery operates poorly.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>																				
ah. Leadership regularly participates in safety programs and committee activities.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>																				

	Strongly disagree					Disagree					Neither agree nor disagree					Agree					Strongly agree				
ai. The safety officer(s) has/have high status in this unit.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>																				
aj. Hazards that are not fixed right away by supervisors are often ignored.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>																				
ak. Personnel take part when accident or incident investigations occur.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>																				
al. The training provided through my supervisor helps me do my duties safely.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>																				
am. Medical facilities are sufficient for treating the injuries that occur in my unit.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>																				
an. It is well known that leadership ignores a person's safety performance when determining promotions.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>																				
ao. The safety officer is readily available to provide advice and assistance.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>																				
ap. The assignment of personnel to my unit is stable.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>																				
aq. Personnel are afraid to report safety problems to their supervisors.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>																				
ar. My supervisor always investigates safety incidents.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>																				
as. Ventilation, lighting, noise, and other environmental conditions are kept at good levels.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>																				
at. A lot of personnel don't use the personal protective equipment necessary to do their jobs safely.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>																				
au. The stress of performing my armed service duties is a significant problem for me and other personnel in my unit.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>																				
av. Leadership insists that supervisors think about safety when doing their jobs.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>																				
aw. Leadership annually sets safety goals for which all personnel are held accountable.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>																				

2007 Status of Forces Survey of DoD Civilian Employees

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
ax. Personnel rarely take part in the development of safety requirements for their jobs.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

C 138. Which of the following best describes your work location? *Mark only one answer to best describe your work environment.*

- ☒ Office
- ☒ Shop
- ☒ Maintenance
- ☒ Outdoors/Field
- ☒ Flightline
- ☒ Ship
- ☒ Clinic/Hospital
- ☒ Other

Appendix D – Safety Barometer Question Number Key

In the 2005 SAFETY BAROMETER, DoD substituted 4 standard survey items with customized items. The standard NSCs SAFETY BAROMETER items previously removed were then included in 2007, while no custom items were included. Because of these changes, each statement may not be assigned the same question letter across survey years. In order to compare data across the two survey years and in the future, a standard NSC numbering system will be used in presenting the data. The question number key below provides a crossreference between the NSC numbers used in the Results Report and the question lettering in two SAFETY BAROMETER surveys.

Question Number Key for DoD SAFETY BAROMETER Forms

Category	Statement (short form, as found in Results Report tables and figures)	NSC Question Number	Question Letter on DoD Form	
		Report & Appendices	2005 Survey	2007 Survey
PP	Personnel identifying and eliminating hazards	1	A	A
OC	Frequency of personnel/leadership interactions	2	B	B
SSC	Priority of safety issues relative to performing duties	3	C	C
PP	Personnel being involved in safety practices	4	D	D
SP	Supervisors maintaining a high safety performance standard	5	E	E
SSA	Frequency of detailed and regularly scheduled inspections	6	F	F
LP	Leadership stressing the importance of safety in communications	7	G	G
SSA	Frequency of safety meeting occurrence	8	H	H
OC	Condition of unit teamwork	9	I	I
SSC	Belief that leadership shows it cares about personnel safety	10	J	J
PP	Personnel believing that their actions can protect other personnel	11	K	K
SP	Supervisors behaving in accord with safety procedures	12	L	L
SSA	Presence of personnel well-trained in emergency response	13	M	M
LP	Leadership publishing a policy on the value of personnel safety	14	N	N
SSA	Thoroughness of near miss accident/incident investigation	15	O	O
OC	Condition of personnel morale.	16	n/a	P
SSC	Belief that leadership does more than law requires	17	P	Q
PP	Belief that personnel understand safety regulations	18	Q	R

SP	Supervisors enforcing safe job procedures	19	R	S
PP	Personnel using standardized precautions for hazardous materials	20	S	T
LP	Leadership providing adequate safety staff	21	T	U
SSA	Effectiveness of recognition programs in promoting safe behavior	22	U	V
SSC	Safety standard level relative to standard duty performance level	23	V	W
SP	Supervisors understanding personnel's job safety problems	24	W	X
PP	Personnel following lockout/tagout procedures	25	X	Y
SSA	Presence of safety training in new personnel orientation	26	Y	Z
SSC	Belief that leadership is sincere in safety efforts	27	Z	AA
SP	Supervisors acting on personnel safety suggestions	28	AA	AB
SSA	Occurrence of emergency response procedures testing	29	AB	AC
SSA	Effectiveness of command safety officer in improving safety conditions	30	AC	AD
LP	Leadership setting a positive safety example	31	AD	AE
SP	Supervisors integrating safety into the performance of duties	32	AE	AF
SSA	Quality of preventative maintenance system operation	33	AF	AG
LP	Leadership participating in safety activities on a regular basis	34	AG	AH
SSC	Perception that the safety officer has high status	35	AH	AI
SSC	Belief that hazards not fixed right away will still be addressed	36	AI	AJ
PP	Personnel take part when accident or incident investigations occur	37	AJ	AK
SP	Supervisors providing helpful safety training	38	AK	AL
SSC	Perception that medical facilities are sufficient	39	n/a	AM
LP	Leadership including safety in job promotion reviews	40	AL	AN
SSA	Availability of safety officer to provide assistance	41	AM	AO
OC	Unit personnel assignment stability	42	n/a	AP
SP	Supervisors reducing personnel's fear of reporting safety problems	43	AN	AQ
SP	Supervisors investigating safety incidents	44	AO	AR
SSC	Perception that good environmental conditions are kept	45	AP	AS
PP	Personnel using necessary personal protective equipment	46	AQ	AT

OC	Significance of job stress as a problem for personnel	47	n/a	AU
SSC	Belief that leadership insists supervisors think safety	48	AR	AV
LP	Leadership setting annual safety goals	49	AS	AW
PP	Personnel taking part in the development of safety requirements	50	AT	AX
CUS	Stress level/operations tempo increasing accidents off-duty	n/a	AU	n/a
CUS	Off-duty vehicular accidents due to bad decisions, not safety training	n/a	AV	n/a
CUS	DoD's responsibility concerning off-duty safety	n/a	AW	n/a
CUS	Supervisor concern for personnel safety off-duty	n/a	AX	n/a

Categories: LP=Leadership Participation, SP=Supervisor Participation, PP=Personnel Participation, SSA=Safety Support Activities, SSC=Safety Support Climate, OC=Organizational Climate, CUS=Customized Items.

n/a: Does not apply.

Appendix E – NSC Methods and Data Analysis

The NSC Safety Barometer elicits personnel opinions about a broad spectrum of items or elements that contribute to successful safety management. These elements include executive leadership, supervisory and personnel participation, safety support procedures, processes, the safety climate, and the overall organizational climate.

SAFETY BAROMETER Background

The content of the Safety Barometer survey form (Appendix C) itself was distilled from a variety of sources, such as the compilation of importance ratings of safety program practices by top safety professionals, review of research comparing safety program items of organizations with high versus low injury rates, analysis of the best National Safety Council member safety programs, and examination of numerous safety program survey and audit questionnaires. The usefulness of the format was verified through testing with more than 100 establishments throughout the United States.

Results Interpretation

The Safety Barometer results in this part reflect the views of Department of Defense active duty personnel. The results represent the perceptual context within which the safety program and those who manage it are viewed by its personnel. Accordingly, where the Safety Barometer indicates problems, we suggest that each problem be verified, its nature defined, and the management system inadequacies that produce each problem be located and eliminated.

Administration Process

Active duty personnel participated in the Safety Barometer survey in spring 2007. The Safety Barometer was administered as part of a periodic on-line survey conducted by DoD's Defense Manpower Data Center. Data collected through this process were forwarded to the National Safety Council for initial analysis.

Safety Barometer Content

The Safety Barometer survey asked respondents to indicate their level of agreement with statements regarding a variety of safety and job-related topics. These statements described activities or conditions related to the operation of DoD's safety program. The majority of statements presented either a positive or negative description, as follows:

- ◆ **Positive:** Describes a condition, attitude or practice that can be considered conducive to safety
- ◆ **Negative:** Describes a condition, attitude or practice that can be considered detrimental to safety

Respondent agreement with a positive statement or disagreement with a negative statement has a positive safety implication for the DoD program. Disagreement with a positive statement or agreement with a negative description has a negative implication.

In the table below, Safety Barometer statements that address related program items are grouped

into six standard program categories (see Appendix D for cross-reference of numbering schemes). Together, they present a comprehensive overview of the DoD's safety program.

SAFETY BAROMETER

Statement Groupings by Program Category

Program Category	Survey Statements: NSC Number (DoD 2007 Letter)
Leadership Participation	7(G), 14(N), 21(U), 31(AE), 34(AH), 40(AN), 49(AW)
Supervisor Participation	5(E), 12(L), 19(S), 24(X), 28(AB), 32(AF), 38(AL), 43(AQ), 44(AR)
Personnel Participation	1(A), 4(D), 11(K), 18(R), 20(T), 25(Y), 37(AK), 46(AT), 50(AX)
Safety Support Activities	6(F), 8(H), 13(M), 15(O), 22(V), 26(Z), 29(AC), 30(AD), 33(AG), 41(AO)
Safety Support Climate	3(C), 10(J), 17(Q), 23(W), 27(AA), 35(AI), 36(AJ), 39(AM), 45(AS), 48(AV)
Organizational Climate	2(B), 9(I), 16(P), 42(AP), 47(AU)

The first three categories focus on the specific activities of the main personnel groups that must function effectively if programs are to be successful:

- ♦ **Leadership Participation** items describe ways in which top and middle leadership demonstrates their leadership and commitment to safety in the form of words, actions, organization, and control.
- ♦ **Supervisory Participation** items consider six primary roles through which supervisors communicate their personal support for safety: leader, manager, controller, trainer, organizational representative, and advocate for personnel.
- ♦ **Personnel Participation** items specify selected actions and reactions that are critical to making a safety program work. Emphasis is given to personal responsibility and compliance.

The fourth category concerns activities frequently found in successful programs:

- ♦ **Safety Support Activities** items probe the presence or quality of various safety program practices. These focus on communications, training, inspection, maintenance, and emergency response.

The remaining two categories consider personnel perceptions of the organizational climate and values that govern leadership's mode of operation:

- ◆ **Safety Support Climate** items ask personnel for general beliefs and impressions about leadership's commitment and underlying philosophy with regard to safety.
- ◆ **Organizational Climate** items probe general conditions that affect the ultimate success of the safety program. These include such factors as teamwork and communication.

National Safety Council Database

The DoD-Active Duty Safety Barometer survey results were compared with those of respondents within the National Safety Council (NSC) Database. The NSC database used for this analysis has been compiled from over 230 establishments that have completed the Safety Barometer. NSC database comparisons enable an organization to evaluate its personnel assessments in relation to those of other Safety Barometer users. The NSC database does not represent a random sample of organizations nor does it reflect only the top performers in safety. Even so, Safety Barometer results from organizations with a similar need and/or desire to involve personnel directly in the examination of their safety programs offer an external gauge against which to judge DoD's perceived performance.

Data Analyses

Responses to the active duty survey items with positive descriptions were scored as follows:

- +2 = Strongly Agree
- +1 = Agree
- 0 = No Opinion
- 1 = Disagree
- 2 = Strongly Disagree

Responses to statements with negative descriptions were scored oppositely.

- ◆ An **average response score** was produced for each statement by computing the average score for all respondents in the group.
- ◆ Each **program category average response score** was computed by averaging the average response scores for the statements which comprise each of the six standard and one Customized program categories as shown in the previous table.

Average response and program category average response scores were compared with scores from the NSC database. Comparative percentile scores for each Safety Barometer statement were computed by calculating the percentage of establishments in the NSC database with lower average response scores. Percentiles range from 0 to 100, with 100 representing the highest score in the database and 0 representing the lowest.

Appendix F – Response Distributions by Grade

XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q1 Personnel
identify hazards

Strongly Disagree		Count	Strongly Agree	No Opinion	Disagree	
Row	Pct Row		Agree			
5	Total		1	2	3	4
XPAYGRP						
372	20013	1	3152	10690	5190	608
GS 1-4			15.8	53.4	25.9	3.0
1.9	3.3					
960	89370	2	14937	47763	19525	6185
GS 5-8			16.7	53.4	21.8	6.9
1.1	14.6					
1441	170821	3	24421	100257	33353	11348
GS-9-12			14.3	58.7	19.5	6.6
.8	28.0					
467	58214	4	7251	31492	13696	5307
GS/GM 13-15			12.5	54.1	23.5	9.1
.8	9.5					
6	813	5	121	476	145	65
SES			14.9	58.6	17.9	8.0
.7	.1					
79	11953	6	1507	7028	2234	1105
Other			12.6	58.8	18.7	9.2
.7	2.0					
	12574	7	2870	6040	2712	951
WG 1-5			22.8	48.0	21.6	7.6
	2.1					
234	29536	8	6402	16507	4509	1884
WG 6-9			21.7	55.9	15.3	6.4
.8	4.8					
855	59146	9	9555	35846	9387	3502
WG 10-15			16.2	60.6	15.9	5.9
1.4	9.7					
159	23800	10	5731	14956	2147	807
WS/WL 1-19			24.1	62.8	9.0	3.4
.7	3.9					
1171	100088	11	13345	55217	23881	6475
NSPS Pay Bands T			13.3	55.2	23.9	6.5
1.2	16.4					
102	30843	12	3808	18014	6779	2139
Demo/APS Status			12.3	58.4	22.0	6.9
.3	5.1					
	2676	13	552	1537	475	113
Other Remaining			20.6	57.4	17.7	4.2
	.4					
	345	14		108	238	
Non-categorized P				31.2	68.8	
	.1					

-----+		Column	93653	345932	124271	40489
5846	610191	Total	15.3	56.7	20.4	6.6
1.0	100.0					
Number of Missing Observations: 49068						

XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q2 Frequent contact between personnel and l						
Strongly		Count	Strongly	Agree	No	Disagree
Disagree		Row Pct	Agree	Opinion		
Row						
5	Total		1	2	3	4
XPAYGRP	-----+					
856	20166	1	2318	10087	4862	2043
GS 1-4			11.5	50.0	24.1	10.1
4.2	3.3	-----+				
-----+		2	10624	42499	22111	10459
2829	88523		12.0	48.0	25.0	11.8
GS 5-8		-----+				
3.2	14.5	3	16718	84231	45358	20444
4102	170851		9.8	49.3	26.5	12.0
GS-9-12		-----+				
2.4	28.0	4	6034	28242	15002	7230
1464	57971		10.4	48.7	25.9	12.5
GS/GM 13-15		-----+				
2.5	9.5	5	159	478	126	42
8	813		19.6	58.8	15.5	5.2
SES		-----+				
.9	.1	6	1589	6977	2650	569
158	11943		13.3	58.4	22.2	4.8
Other		-----+				
1.3	2.0	7	1535	5718	3063	1861
364	12541		12.2	45.6	24.4	14.8
WG 1-5		-----+				
2.9	2.1	8	3809	13982	6536	3892
1535	29754		12.8	47.0	22.0	13.1
WG 6-9		-----+				
5.2	4.9	9	5800	27346	15947	7568
2325	58985		9.8	46.4	27.0	12.8
WG 10-15		-----+				
3.9	9.7	10	4046	13941	3692	2045
167	23891		16.9	58.4	15.5	8.6
WS/WL 1-19		-----+				
.7	3.9	11	10723	51892	24441	10571
2350	99976		10.7	51.9	24.4	10.6
NSPS Pay Bands T		-----+				
2.4	16.4	12	2775	15227	8582	3697
509	30790		9.0	49.5	27.9	12.0
Demo/APS Status		-----+				
1.7	5.1	13	302	1604	716	55
2676						

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Other Remaining	11.3	59.9	26.7	2.1
.4				
-----+				
14	76	269		
345				
Non-categorized P	22.1	77.9		
.1				
-----+				
Column	66432	302300	153355	70475
16665 609228				
Total	10.9	49.6	25.2	11.6
2.7 100.0				

Number of Missing Observations: 50031

XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q3 Safety takes a back seat to production

Strongly Disagree	Count	Strongly Agree	No	Disagree
Row Pct	Row	Agree	Opinion	
5 Total		1	2	3
XPAYGRP				4
-----+				
1	1356	2856	4966	7882
2638 19698				
GS 1-4	6.9	14.5	25.2	40.0
13.4 3.2				
-----+				
2	3908	10947	23022	39164
11974 89014				
GS 5-8	4.4	12.3	25.9	44.0
13.5 14.6				
-----+				
3	4819	17033	40639	81764
25954 170209				
GS 9-12	2.8	10.0	23.9	48.0
15.2 28.0				
-----+				
4	653	4576	12044	31387
9367 58026				
GS/GM 13-15	1.1	7.9	20.8	54.1
16.1 9.5				
-----+				
5	17	38	141	468
152 816				
SES	2.1	4.7	17.3	57.3
18.6 .1				
-----+				
6	345	1956	2169	6003
1475 11948				
Other	2.9	16.4	18.2	50.2
12.3 2.0				
-----+				
7	1455	1547	3230	4008
2163 12403				
WG 1-5	11.7	12.5	26.0	32.3
17.4 2.0				
-----+				
8	1994	4267	6627	11780
4687 29355				
WG 6-9	6.8	14.5	22.6	40.1
16.0 4.8				
-----+				
9	3334	8115	12172	25244
9978 58843				
WG 10-15	5.7	13.8	20.7	42.9
17.0 9.7				
-----+				
10	793	2200	3108	10497
7244 23843				
WS/WL 1-19	3.3	9.2	13.0	44.0
30.4 3.9				
-----+				
11	2294	9867	24271	48773
14679 99884				
NSPS Pay Bands T	2.3	9.9	24.3	48.8
14.7 16.4				
-----+				
12	329	2742	7281	15901
4559 30811				
Demo/APS Status	1.1	8.9	23.6	51.6
14.8 5.1				

614 2607	13	55	52	580	1308
Other Remaining	2.1	2.0	22.2	50.1	
23.5 .4					
-----+					
14	45	224	77		
345					
Non-categorized P	13.0	64.8	22.2		
.1					
-----+					
Column	21351	66240	140474	284255	
95483 607802					
Total	3.5	10.9	23.1	46.8	
15.7 100.0					

Number of Missing Observations: 51456

XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q4 Personnel revise safety & health practic

Strongly Disagree	Count	Strongly Agree	No	Disagree
Row Pct	Row	Agree	Opinion	
5 Total		1	2	3
XPAYGRP				4
-----+				
1	2016	6600	7565	3149
1003 20333				
GS 1-4	9.9	32.5	37.2	15.5
4.9 3.4				
-----+				
2	6871	28566	37780	12633
2376 88225				
GS 5-8	7.8	32.4	42.8	14.3
2.7 14.5				
-----+				
3	7461	63265	71962	24578
3021 170287				
GS 9-12	4.4	37.2	42.3	14.4
1.8 28.1				
-----+				
4	2416	19464	25581	9631
717 57809				
GS/GM 13-15	4.2	33.7	44.3	16.7
1.2 9.5				
-----+				
5	64	294	298	135
6 797				
SES	8.1	36.9	37.4	16.9
.8 .1				
-----+				
6	680	4593	4702	1803
93 11872				
Other	5.7	38.7	39.6	15.2
.8 2.0				
-----+				
7	1303	4852	4426	1486
217 12284				
WG 1-5	10.6	39.5	36.0	12.1
1.8 2.0				
-----+				
8	2693	12681	9363	3540
1215 29491				
WG 6-9	9.1	43.0	31.7	12.0
4.1 4.9				
-----+				
9	4095	25410	17066	10671
1593 58835				
WG 10-15	7.0	43.2	29.0	18.1
2.7 9.7				
-----+				
10	2431	12426	5919	2077
671 23524				
WS/WL 1-19	10.3	52.8	25.2	8.8
2.9 3.9				
-----+				
11	4992	33583	44391	14632
1876 99475				
NSPS Pay Bands T	5.0	33.8	44.6	14.7
1.9 16.4				
-----+				

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349	30600	12	1704	11810	12290	4446	
Demo/APS Status			5.6	38.6	40.2	14.5	
1.1	5.0						
57	2676	13	310	1399	587	324	
Other Remaining			11.6	52.3	21.9	12.1	
2.1	.4						
	345	14		62	269	14	
Non-categorized P				18.0	77.9	4.1	
	.1						
13193	606554	Column	37036	225006	242201	89118	
2.2	100.0	Total	6.1	37.1	39.9	14.7	

Number of Missing Observations: 52705

XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q5
Supervisor maintain high safety standard

Strongly Disagree		Count	Strongly Agree	No	Disagree	
Row Pct		Row	Opinion			
			1	2	3	4
5	Total					
XPAYGRP						
754	19935	1	2474	9610	6348	749
GS 1-4			12.4	48.2	31.8	3.8
3.8	3.3					
1868	88508	2	15383	37586	29095	4575
GS 5-8			17.4	42.5	32.9	5.2
2.1	14.6					
1571	170563	3	22274	83594	56926	6198
GS-9-12			13.1	49.0	33.4	3.6
.9	28.1					
452	58245	4	8533	26230	20646	2384
GS/GM 13-15			14.7	45.0	35.4	4.1
.8	9.6					
14	811	5	153	373	256	16
SES			18.9	45.9	31.6	1.9
1.7	.1					
51	11856	6	2562	5574	3315	353
Other			21.6	47.0	28.0	3.0
.4	2.0					
271	12438	7	2760	4921	3945	542
WG 1-5			22.2	39.6	31.7	4.4
2.2	2.0					
849	29480	8	6068	14042	6760	1760
WG 6-9			20.6	47.6	22.9	6.0
2.9	4.9					
1335	58926	9	10036	28741	15064	3749
WG 10-15			17.0	48.8	25.6	6.4
2.3	9.7					
221	23702	10	5100	12628	4543	1211
WS/WL 1-19			21.5	53.3	19.2	5.1
.9	3.9					
1199	99631	11	14558	46437	33878	3559

NSPS Pay Bands T	14.6	46.6	34.0	3.6
1.2 16.4				
+-----+-----+-----+-----+-----+				
102 30650	12	3682	15346	10320 1200
Demo/APS Status		12.0	50.1	33.7 3.9
.3 5.0				
+-----+-----+-----+-----+-----+				
2676	13	746	1291	584 55
Other Remaining		27.9	48.2	21.8 2.1
.4				
+-----+-----+-----+-----+-----+				
316	14		79	238
Non-categorized P			24.9	75.1
.1				
+-----+-----+-----+-----+-----+				
Column	94330	286452	191920	26350
8686 607738				
Total	15.5	47.1	31.6	4.3
1.4 100.0				

Number of Missing Observations: 51520

XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q6
Inspections made at regular intervals

Strongly Disagree		Count	Strongly Agree	No Opinion	Disagree	
Row	Pct Row		Agree			
5	Total		1	2	3	4
XPAYGRP						
392	20383	1	2267	9893	6474	1357
GS 1-4			11.1	48.5	31.8	6.7
1.9	3.4					
1409	88940	2	11799	37257	31404	7072
GS 5-8			13.3	41.9	35.3	8.0
1.6	14.7					
2629	169592	3	15064	78345	62374	11180
GS-9-12			8.9	46.2	36.8	6.6
1.5	27.9					
820	57304	4	4999	22131	24065	5290
GS/GM 13-15			8.7	38.6	42.0	9.2
1.4	9.4					
10	798	5	79	307	310	92
SES			9.9	38.5	38.8	11.5
1.3	.1					
201	11904	6	2197	4892	4042	572
Other			18.5	41.1	34.0	4.8
1.7	2.0					
185	12316	7	1695	5762	3610	1065
WG 1-5			13.8	46.8	29.3	8.6
1.5	2.0					
951	29701	8	3952	15212	7724	1863
WG 6-9			13.3	51.2	26.0	6.3
3.2	4.9					
1642	58835	9	6492	31417	15476	3809
WG 10-15			11.0	53.4	26.3	6.5
2.8	9.7					
287	23739	10	3117	14285	4535	1514
WS/WL 1-19			13.1	60.2	19.1	6.4
1.2	3.9					

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1611	99622	11	9190	42559	38394	7868
NSPS Pay Bands T			9.2	42.7	38.5	7.9
1.6	16.4					
221	30818	12	2992	15446	10036	2123
Demo/APS Status			9.7	50.1	32.6	6.9
.7	5.1					
	2676	13	434	1436	622	184
Other Remaining			16.2	53.7	23.2	6.9
	.4					
	345	14		108	238	
Non-categorized P				31.2	68.8	
	.1					
10356	606975	Column	64277	279049	209304	43988
1.7	100.0	Total	10.6	46.0	34.5	7.2

Number of Missing Observations: 52284

XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q7
Leadership safety views seldom communict

Strongly Disagree		Count	Strongly Agree	No Opinion	Disagree	
Row	Pct	Row	Agree	Opinion		
5	Total		1	2	3	4
XPAYGRP						
1035	19943	1	1249	5280	8477	3901
GS 1-4			6.3	26.5	42.5	19.6
5.2	3.3					
5280	88616	2	5883	19532	30018	27903
GS 5-8			6.6	22.0	33.9	31.5
6.0	14.6					
13109	170097	3	5653	32298	52787	66249
GS-9-12			3.3	19.0	31.0	38.9
7.7	28.0					
6185	57789	4	1351	9714	18019	22520
GS/GM 13-15			2.3	16.8	31.2	39.0
10.7	9.5					
89	807	5	44	134	193	346
SES			5.4	16.6	23.9	43.0
11.1	.1					
243	11686	6	687	2553	3391	4813
Other			5.9	21.8	29.0	41.2
2.1	1.9					
642	12279	7	1054	2926	4762	2895
WG 1-5			8.6	23.8	38.8	23.6
5.2	2.0					
2431	29428	8	2029	7672	6942	10354
WG 6-9			6.9	26.1	23.6	35.2
8.3	4.9					
4397	58808	9	2367	13325	16315	22403
WG 10-15			4.0	22.7	27.7	38.1
7.5	9.7					

3762	23854	10	776	4660	4875	9781
WS/WL 1-19			3.3	19.5	20.4	41.0
15.8	3.9					
8285	99468	11	3736	20263	30001	37183
NSPS Pay Bands T			3.8	20.4	30.2	37.4
8.3	16.4					
2966	30628	12	426	5662	9187	12388
Demo/APS Status			1.4	18.5	30.0	40.4
9.7	5.1					
255	2676	13	115	245	654	1409
Other Remaining			4.3	9.1	24.4	52.6
9.5	.4					
	345	14		104	241	
Non-categorized P				30.2	69.8	
	.1					
48681	606424	Column	25367	124368	185862	222146
8.0	100.0	Total	4.2	20.5	30.6	36.6

Number of Missing Observations: 52834

XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q8 Safety
meetings held less often than nec

Strongly Disagree		Count	Strongly Agree	No Opinion	Disagree	
Row	Pct	Row	Agree	Opinion		
			1	2	3	4
5	Total					
XPAYGRP						
1055	20383	1	1279	4834	8962	4253
GS 1-4			6.3	23.7	44.0	20.9
5.2	3.4					
5280	88849	2	4253	19425	36155	23736
GS 5-8			4.8	21.9	40.7	26.7
5.9	14.6					
9758	169830	3	5628	32015	74816	47614
GS-9-12			3.3	18.9	44.1	28.0
5.7	28.0					
4789	57592	4	889	8002	26079	17834
GS/GM 13-15			1.5	13.9	45.3	31.0
8.3	9.5					
44	798	5	17	90	325	322
SES			2.2	11.3	40.8	40.3
5.5	.1					
574	11831	6	465	1619	6674	2499
Other			3.9	13.7	56.4	21.1
4.9	2.0					
952	12142	7	1192	2764	3220	4015
WG 1-5			9.8	22.8	26.5	33.1
7.8	2.0					
1954	29497	8	2210	6909	7788	10637
WG 6-9			7.5	23.4	26.4	36.1
6.6	4.9					
3728	58560	9	2965	12066	18286	21515

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WG 10-15		5.1	20.6	31.2	36.7	
6.4	9.7					
-----+						
3280	23800	10	613	4448	4910	10549
WS/WL 1-19			2.6	18.7	20.6	44.3
13.8	3.9					
-----+						
5841	99474	11	3078	17601	43747	29206
NSPS Pay Bands T			3.1	17.7	44.0	29.4
5.9	16.4					
-----+						
2221	30840	12	298	5072	13335	9913
Demo/APS Status			1.0	16.4	43.2	32.1
7.2	5.1					
-----+						
247	2676	13	55	116	824	1435
Other Remaining			2.0	4.3	30.8	53.6
9.2	.4					
-----+						
	345	14		45	238	63
Non-categorized P				13.0	68.8	18.1
	.1					
-----+						
39725	606618	Column	22942	115004	245359	183589
6.5	100.0	Total	3.8	19.0	40.4	30.3

Number of Missing Observations: 52641

XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q9 Good teamwork exists within unit

Strongly Disagree	Count	Strongly Agree	No Opinion	Disagree
Row Pct	Row	1	2	3
5	Total			
XPAYGRP				
-----+				
1183	19747	1	2212	9411
GS 1-4				
6.0	3.3			
-----+				
3166	88672	2	12983	41770
GS 5-8				
3.6	14.7			
-----+				
3469	169885	3	21155	90878
GS-9-12				
2.0	28.1			
-----+				
320	57298	4	8448	35129
GS/GM 13-15				
.6	9.5			
-----+				
9	807	5	199	526
SES				
1.1	.1			
-----+				
51	12024	6	2299	6437
Other				
.4	2.0			
-----+				
564	12231	7	1712	5224
WG 1-5				
4.6	2.0			
-----+				
1432	29246	8	4071	14666
WG 6-9				
4.9	4.8			

2854	58562	9	6815	28250	12812	7832
WG 10-15						
4.9	9.7					
-----+						
250	23720	10	4273	13920	3841	1436
WS/WL 1-19						
1.1	3.9					
-----+						
2033	99316	11	14893	55828	20689	5873
NSPS Pay Bands T						
2.0	16.4					
-----+						
577	30592	12	3699	18633	5817	1866
Demo/APS Status						
1.9	5.1					
-----+						
	2676	13	591	1524	503	58
Other Remaining						
	.4					
-----+						
	345	14	17	59	269	
Non-categorized P						
	.1					
-----+						
15907	605123	Column	83368	322255	134606	48988
2.6	100.0	Total	13.8	53.3	22.2	8.1

Number of Missing Observations: 54135

XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q10 Leadership shows that it cares about saf

Strongly Disagree	Count	Strongly Agree	No Opinion	Disagree
Row Pct	Row	1	2	3
5	Total			
XPAYGRP				
-----+				
584	20081	1	3158	9834
GS 1-4				
2.9	3.3			
-----+				
2500	87833	2	13564	41547
GS 5-8				
2.8	14.5			
-----+				
2376	169112	3	22500	89549
GS-9-12				
1.4	28.0			
-----+				
391	57664	4	7392	30588
GS/GM 13-15				
.7	9.6			
-----+				
10	807	5	191	421
SES				
1.3	.1			
-----+				
51	11769	6	2526	5632
Other				
.4	1.9			
-----+				
495	12098	7	2006	5396
WG 1-5				
4.1	2.0			
-----+				

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1508	29388	8	4319	14251	6562	2747	
WG 6-9			14.7	48.5	22.3	9.3	
5.1	4.9						
----	+						
2439	58611	9	7174	28033	15297	5668	
WG 10-15			12.2	47.8	26.1	9.7	
4.2	9.7						
----	+						
383	23437	10	4858	12591	4581	1023	
WS/WL 1-19			20.7	53.7	19.5	4.4	
1.6	3.9						
----	+						
1701	99154	11	15219	51038	26580	4617	
NSPS Pay Bands T			15.3	51.5	26.8	4.7	
1.7	16.4						
----	+						
263	30785	12	4142	16260	8725	1394	
Demo/APS Status			13.5	52.8	28.3	4.5	
.9	5.1						
----	+						
	2676	13	589	1490	527	70	
Other Remaining			22.0	55.7	19.7	2.6	
.4							
----	+						
	345	14		108	238		
Non-categorized P				31.2	68.8		
.1							
----	+						
Column	87637		306739	162130	34552		
12702	603761						
Total	14.5		50.8	26.9	5.7		
2.1	100.0						

Number of Missing Observations: 55498

XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q11 My actions can protect other personnel

Count	Strongly	Agree	No	Disagree
Row Pct	Agree	Opinion		
Row	1	2	3	4
5 Total				
XPAYGRP				
----	+			
148 19918	1	3416	12054	4210
GS 1-4		17.2	60.5	21.1
.7 3.3				.5
----	+			
447 88595	2	18068	52495	16263
GS 5-8		20.4	59.3	18.4
.5 14.6				1.5
----	+			
946 169675	3	27416	110075	29234
GS-9-12		16.2	64.9	17.2
.6 28.0				1.2
----	+			
266 58082	4	11074	34377	11239
GS/GM 13-15		19.1	59.2	19.3
.5 9.6				1.9
----	+			
2 806	5	168	493	135
SES		20.9	61.1	16.7
.3 .1				1.0
----	+			
11687	6	3103	6362	1702
Other		26.6	54.4	14.6
1.9				4.4
----	+			
64 12258	7	3634	6847	1505
				209

WG 1-5		29.6	55.9	12.3	1.7
.5 2.0					
----	+				
57 29388	8	8557	17904	2622	248
WG 6-9		29.1	60.9	8.9	.8
.2 4.8					
----	+				
127 58804	9	14803	36229	6668	976
WG 10-15		25.2	61.6	11.3	1.7
.2 9.7					
----	+				
23791	10	7188	14586	1775	242
WS/WL 1-19		30.2	61.3	7.5	1.0
3.9					
----	+				
406 99405	11	16496	62127	19015	1362
NSPS Pay Bands T		16.6	62.5	19.1	1.4
.4 16.4					
----	+				
123 30693	12	5044	19807	5241	478
Demo/APS Status		16.4	64.5	17.1	1.6
.4 5.1					
----	+				
2676	13	643	1735	299	
Other Remaining		24.0	64.8	11.2	
.4					
----	+				
345	14		76	269	
Non-categorized P			22.1	77.9	
.1					
----	+				
Column	119610	375167	100177	8584	
2586	606124				
Total	19.7	61.9	16.5	1.4	
.4	100.0				

Number of Missing Observations: 53134

XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q12 My supervisors behavior is unsafe

Count	Strongly	Agree	No	Disagree
Row Pct	Agree	Opinion		
Row	1	2	3	4
5 Total				
XPAYGRP				
----	+			
2998 20395	1	730	1912	4838
GS 1-4		3.6	9.4	23.7
14.7 3.4				48.6
----	+			
17269 88453	2	1875	6686	19985
GS 5-8		2.1	7.6	22.6
19.5 14.6				48.2
----	+			
34313 170155	3	2129	6100	34240
GS-9-12		1.3	3.6	20.1
20.2 28.0				54.9
----	+			
15896 57944	4	470	1835	8555
GS/GM 13-15		.8	3.2	14.8
27.4 9.5				53.8
----	+			
274 799	5	15	17	72
SES		1.8	2.1	8.9
34.2 .1				52.9
----	+			
2653 11652	6	396	775	2204
Other		3.4	6.7	18.9
22.8 1.9				48.3

92	11687	6	1901	5915	3232	546
Other			16.3	50.6	27.7	4.7
1.8	1.9					
-----+						
396	12038	7	1555	4089	4803	1195
WG 1-5			12.9	34.0	39.9	9.9
3.3	2.0					
-----+						
1070	29452	8	3706	13027	7942	3707
WG 6-9			12.6	44.2	27.0	12.6
3.6	4.9					
-----+						
1247	58936	9	4346	28681	18385	6277
WG 10-15			7.4	48.7	31.2	10.7
2.1	9.7					
-----+						
164	23599	10	2880	12372	6558	1625
WS/WL 1-19			12.2	52.4	27.8	6.9
.7	3.9					
-----+						
1507	99132	11	9923	44324	36091	7287
NSPS Pay Bands T			10.0	44.7	36.4	7.4
1.5	16.4					
-----+						
365	30643	12	1648	13863	12179	2588
Demo/APS Status			5.4	45.2	39.7	8.4
1.2	5.1					
-----+						
	2676	13	362	1040	1032	243
Other Remaining			13.5	38.9	38.6	9.1
	.4					
-----+						
	345	14		76	269	
Non-categorized P				22.1	77.9	
	.1					
-----+						
11374	605092	Column Total	61450	270488	213870	47910
1.9	100.0		10.2	44.7	35.3	7.9
Number of Missing Observations: 54167						

XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q14						
Leadership published a written safety po						
Strongly Disagree	Count	Strongly Agree	No	Disagree		
Disagree	Row Pct Row	Agree	Opinion			
		1	2	3	4	
5	Total	-----+				
XPAYGRP		-----+				
416	20286	1	2474	9349	6655	1391
GS 1-4			12.2	46.1	32.8	6.9
2.1	3.4					
-----+						
1753	88138	2	10213	37287	33231	5654
GS 5-8			11.6	42.3	37.7	6.4
2.0	14.6					
-----+						
2025	169431	3	18512	84465	52429	12000
GS-9-12			10.9	49.9	30.9	7.1
1.2	28.0					
-----+						
184	58135	4	7812	27384	18519	4237
GS/GM 13-15			13.4	47.1	31.9	7.3
.3	9.6					
-----+						
5	809	5	152	380	203	69

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SES			18.7	47.0	25.0	8.6	
.6	.1						
----	+						
145	11650	6	1366	5707	4133	299	
Other			11.7	49.0	35.5	2.6	
1.2	1.9						
----	+						
145	11961	7	1627	4207	4748	1234	
WG 1-5			13.6	35.2	39.7	10.3	
1.2	2.0						
----	+						
987	29546	8	3841	14473	7947	2299	
WG 6-9			13.0	49.0	26.9	7.8	
3.3	4.9						
----	+						
1167	58640	9	5734	30715	17588	3437	
WG 10-15			9.8	52.4	30.0	5.9	
2.0	9.7						
----	+						
191	23638	10	4230	13244	4948	1024	
WS/WL 1-19			17.9	56.0	20.9	4.3	
.8	3.9						
----	+						
1323	99171	11	12259	46725	32107	6757	
NSPS Pay Bands T			12.4	47.1	32.4	6.8	
1.3	16.4						
----	+						
347	30617	12	3667	13842	10713	2048	
Demo/APS Status			12.0	45.2	35.0	6.7	
1.1	5.1						
----	+						
78	2676	13	500	1400	643	55	
Other Remaining			18.7	52.3	24.0	2.1	
2.9	.4						
----	+						
	345	14		108	175	62	
Non-categorized P				31.2	50.8	18.0	
	.1						
----	+						
8765	605045	Column	72387	289286	194038	40570	
1.4	100.0	Total	12.0	47.8	32.1	6.7	

Number of Missing Observations: 54214

XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q15 Near miss accidents are investigated

Strongly Disagree	Count	Strongly Agree	No Opinion	Disagree
Row Pct	Row	Row Pct	Row	Row Pct
5	Total	1	2	3
XPAYGRP				4
----	+			
790	19651	1	1716	7507
GS 1-4			8.7	38.2
4.0	3.3			45.6
----	+			
1972	87646	2	9360	30584
GS 5-8			10.7	34.9
2.3	14.6			47.0
----	+			
2814	168417	3	14198	61674
GS-9-12			8.4	36.6
1.7	28.0			48.3
----	+			
512	57706	4	6873	20418
GS/GM 13-15			11.9	35.4
.9	9.6			48.8

2	804	5	113	274	392	22
SES			14.0	34.2	48.8	2.7
.3	.1					
----	+					
109	11732	6	1133	4098	5697	695
Other			9.7	34.9	48.6	5.9
.9	2.0					
----	+					
525	12038	7	1283	4424	4560	1246
WG 1-5			10.7	36.7	37.9	10.4
4.4	2.0					
----	+					
1054	29287	8	3571	11686	10374	2602
WG 6-9			12.2	39.9	35.4	8.9
3.6	4.9					
----	+					
1712	58371	9	6084	23989	21290	5295
WG 10-15			10.4	41.1	36.5	9.1
2.9	9.7					
----	+					
503	23534	10	3678	10718	6762	1874
WS/WL 1-19			15.6	45.5	28.7	8.0
2.1	3.9					
----	+					
1039	98798	11	9528	33060	51154	4017
NSPS Pay Bands T			9.6	33.5	51.8	4.1
1.1	16.4					
----	+					
272	30554	12	2618	11046	14980	1637
Demo/APS Status			8.6	36.2	49.0	5.4
.9	5.1					
----	+					
	2676	13	377	1236	845	220
Other Remaining			14.1	46.2	31.6	8.2
	.4					
----	+					
	345	14		76	207	62
Non-categorized P				22.1	59.9	18.0
	.1					
----	+					
11306	601560	Column	60532	220791	275868	33063
1.9	100.0	Total	10.1	36.7	45.9	5.5

Number of Missing Observations: 57699

XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q16 Personnel morale is poor

Strongly Disagree	Count	Strongly Agree	No Opinion	Disagree
Row Pct	Row	Row Pct	Row	Row Pct
5	Total	1	2	3
XPAYGRP				4
----	+			
986	20401	1	3331	4958
GS 1-4			16.3	24.3
4.8	3.4			25.9
----	+			
5947	88370	2	12938	21632
GS 5-8			14.6	24.5
6.7	14.6			27.4
----	+			
10706	169676	3	18147	39739
GS-9-12			10.7	23.4
6.3	28.0			30.8

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6244	57772	4	4155	10714	16648	20012	
GS/GM	13-15		7.2	18.5	28.8	34.6	
10.8	9.5						
----	+						
177	807	5	10	64	93	463	
SES			1.3	7.9	11.5	57.4	
21.9	.1						
----	+						
895	11685	6	586	1363	3012	5830	
Other			5.0	11.7	25.8	49.9	
7.7	1.9						
----	+						
360	11923	7	1669	3553	4072	2270	
WG 1-5			14.0	29.8	34.1	19.0	
3.0	2.0						
----	+						
1323	29464	8	4256	8360	7254	8271	
WG 6-9			14.4	28.4	24.6	28.1	
4.5	4.9						
----	+						
2748	59012	9	9768	18590	15350	12556	
WG 10-15			16.6	31.5	26.0	21.3	
4.7	9.7						
----	+						
1985	23504	10	1959	4847	6399	8315	
WS/WL 1-19			8.3	20.6	27.2	35.4	
8.4	3.9						
----	+						
8217	99284	11	9263	22013	26572	33219	
NSPS Pay Bands T			9.3	22.2	26.8	33.5	
8.3	16.4						
----	+						
2309	30541	12	2122	6705	9620	9785	
Demo/APS Status			6.9	22.0	31.5	32.0	
7.6	5.0						
----	+						
196	2619	13	165	548	605	1105	
Other Remaining			6.3	20.9	23.1	42.2	
7.5	.4						
----	+						
	316	14		61	224	31	
Non-categorized P				19.4	70.7	9.9	
	.1						
----	+						
42093	605375	Column	68368	143147	171643	180124	
7.0	100.0	Total	11.3	23.6	28.4	29.8	

Number of Missing Observations: 53884

XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q17
Leadership does only what the law requir

		Count	Strongly	Agree	No	Disagree	
Strongly		Row Pct	Agree	Opinion			
Disagree	Row		1	2	3	4	
5	Total						
XPAYGRP							
-----+							
1032	20090	1	1185	3965	8040	5868	
GS 1-4			5.9	19.7	40.0	29.2	
5.1	3.3						
-----+							
6737	87733	2	3665	15686	33859	27786	
GS 5-8			4.2	17.9	38.6	31.7	
7.7	14.6						
-----+							
13567	168665	3	5191	22729	66387	60791	

GS-9-12			3.1	13.5	39.4	36.0	
8.0	28.0						
-----+			+	+	+	+	+
6504	57313	4	632	6206	20741	23229	
GS/GM	13-15		1.1	10.8	36.2	40.5	
11.3	9.5						
-----+			+	+	+	+	+
163	792	5	10	63	194	361	
SES			1.3	8.0	24.5	45.6	
20.6	.1						
-----+			+	+	+	+	+
686	11418	6	248	2313	4021	4150	
Other			2.2	20.3	35.2	36.3	
6.0	1.9						
-----+			+	+	+	+	+
685	12030	7	1172	2789	4612	2772	
WG	1-5		9.7	23.2	38.3	23.0	
5.7	2.0						
-----+			+	+	+	+	+
1963	29289	8	1974	8211	8240	8901	
WG	6-9		6.7	28.0	28.1	30.4	
6.7	4.9						
-----+			+	+	+	+	+
4341	58614	9	2900	13838	19398	18138	
WG	10-15		4.9	23.6	33.1	30.9	
7.4	9.7						
-----+			+	+	+	+	+
3166	23667	10	935	4517	5173	9876	
WS/WL	1-19		3.9	19.1	21.9	41.7	
13.4	3.9						
-----+			+	+	+	+	+
9828	98761	11	2648	13863	36679	35743	
NSPS Pay Bands T			2.7	14.0	37.1	36.2	
10.0	16.4						
-----+			+	+	+	+	+
2972	30348	12	697	4377	10856	11447	
Demo/APS Status			2.3	14.4	35.8	37.7	
9.8	5.0						
-----+			+	+	+	+	+
196	2676	13	55	651	658	1117	
Other Remaining			2.0	24.3	24.6	41.8	
7.3	.4						
-----+			+	+	+	+	+
	345	14		59	224	63	
Non-categorized P				17.1	64.8	18.1	
	.1						
-----+			+	+	+	+	+
Column			21310	99265	219083	210242	
51840	601742	Total	3.5	16.5	36.4	34.9	
8.6	100.0						

Number of Missing Observations: 57517

XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q18
Understand safety & health regulations

		Count	Strongly	Agree	No	Disagree
Strongly		Row Pct	Agree	Opinion		
Disagree	Row					
5	Total		1	2	3	4
XPAYGRP						
----	+					
55	20158	1	3390	12469	3830	413
GS 1-4			16.8	61.9	19.0	2.0
.3	3.3					
----	+					
415	88489	2	16511	52725	16715	2123
GS 5-8			18.7	59.6	18.9	2.4
.5	14.7					

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-----+						
1273	168773	3	23394	113330	26335	4442
GS-9-12			13.9	67.1	15.6	2.6
.8	28.0		+-----+			
-----+						
243	57566	4	7365	36597	11673	1689
GS/GM 13-15			12.8	63.6	20.3	2.9
.4	9.5		+-----+			
-----+						
8	802	5	135	506	125	28
SES			16.8	63.2	15.6	3.5
.9	.1		+-----+			
-----+						
131	11554	6	2257	7820	1170	176
Other			19.5	67.7	10.1	1.5
1.1	1.9		+-----+			
-----+						
195	11628	7	3471	6289	1558	115
WG 1-5			29.9	54.1	13.4	1.0
1.7	1.9		+-----+			
-----+						
129	29415	8	7100	18958	2796	432
WG 6-9			24.1	64.4	9.5	1.5
.4	4.9		+-----+			
-----+						
210	58625	9	11679	40091	6147	497
WG 10-15			19.9	68.4	10.5	.8
.4	9.7		+-----+			
-----+						
55	23514	10	5683	16133	1532	112
WS/WL 1-19			24.2	68.6	6.5	.5
.2	3.9		+-----+			
-----+						
533	98888	11	13874	61909	19813	2759
NSPS Pay Bands T			14.0	62.6	20.0	2.8
.5	16.4		+-----+			
-----+						
128	30448	12	3638	20119	5759	804
Demo/APS Status			11.9	66.1	18.9	2.6
.4	5.1		+-----+			
-----+						
	2676	13	664	1903	109	
Other Remaining			24.8	71.1	4.1	
	.4		+-----+			
-----+						
	345	14		122	224	
Non-categorized P				35.2	64.8	
	.1		+-----+			
-----+						
Column			99161	388969	97787	13591
3374	602882	Total	16.4	64.5	16.2	2.3
.6	100.0					

Number of Missing Observations: 56377

XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q19
Supervisors enforce safe job procedures

	Count	Strongly	Agree	No	Disagree	
Strongly	Row Pct	Agree	Opinion			
Disagree	Row					
5	Total	1	2	3	4	
XPAYGRP						
-----+						
311	19875	3050	10125	5946	443	
GS 1-4		15.3	50.9	29.9	2.2	
1.6	3.3					
-----+						

682	88483	2	14154	45098	25586	2963
GS 5-8			16.0	51.0	28.9	3.3
.8	14.7		+-----+			
-----+						
1406	168809	3	20900	92419	48471	5615
GS-9-12			12.4	54.7	28.7	3.3
.8	28.0		+-----+			
-----+						
124	57832	4	7983	30775	17823	1127
GS/GM 13-15			13.8	53.2	30.8	1.9
.2	9.6		+-----+			
-----+						
5	802	5	145	445	186	21
SES			18.0	55.6	23.2	2.6
.6	.1		+-----+			
-----+						
95	11444	6	1803	6669	2701	176
Other			15.8	58.3	23.6	1.5
.8	1.9		+-----+			
-----+						
322	12130	7	2555	5218	3772	263
WG 1-5			21.1	43.0	31.1	2.2
2.7	2.0		+-----+			
-----+						
499	29232	8	5836	15925	5572	1399
WG 6-9			20.0	54.5	19.1	4.8
1.7	4.8		+-----+			
-----+						
352	58757	9	9535	33470	12739	2662
WG 10-15			16.2	57.0	21.7	4.5
.6	9.7		+-----+			
-----+						
60	23674	10	5472	14041	3740	361
WS/WL 1-19			23.1	59.3	15.8	1.5
.3	3.9		+-----+			
-----+						
778	98718	11	13185	52675	29422	2658
NSPS Pay Bands T			13.4	53.4	29.8	2.7
.8	16.4		+-----+			
-----+						
134	30387	12	3377	16938	9110	828
Demo/APS Status			11.1	55.7	30.0	2.7
.4	5.0		+-----+			
-----+						
	2676	13	781	1678	162	55
Other Remaining			29.2	62.7	6.0	2.1
	.4		+-----+			
-----+						
	345	14		122	224	
Non-categorized P				35.2	64.8	
	.1		+-----+			
-----+						
4767	603166	Column	88777	325599	165453	18571
		Total	14.7	54.0	27.4	3.1
.8	100.0					

Number of Missing Observations: 56093

XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q20
Precautions used for hazardous mat.

	Count	Strongly	Agree	No	Disagree	
Strongly	Row Pct	Agree	Opinion			
Disagree	Row					
5	Total	1	2	3	4	
XPAYGRP	-----+					
-----+						
162	20279	1	2854	9546	7461	256

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GS 1-4		14.1	47.1	36.8	1.3
.8	3.4				
412	88544	2	14606	36648	35690
GS 5-8			16.5	41.4	40.3
.5	14.7				1.3
987	167799	3	20757	77054	66894
GS-9-12			12.4	45.9	39.9
.6	27.9				1.3
317	57226	4	6813	23780	26215
GS/GM 13-15			11.9	41.6	45.8
.6	9.5				.2
3	791	5	151	237	387
SES			19.0	30.0	48.9
.3	.1				1.7
130	11384	6	1728	5241	4172
Other			15.2	46.0	36.7
1.1	1.9				1.0
139	12010	7	2083	5185	4181
WG 1-5			17.3	43.2	34.8
1.2	2.0				3.5
199	29512	8	5655	17095	5326
WG 6-9			19.2	57.9	18.0
.7	4.9				4.2
484	58651	9	9076	35050	12254
WG 10-15			15.5	59.8	20.9
.8	9.7				3.0
137	23482	10	5408	14095	3466
WS/WL 1-19			23.0	60.0	14.8
.6	3.9				1.6
463	98611	11	12358	38752	45927
NSPS Pay Bands T			12.5	39.3	46.6
.5	16.4				1.1
129	30385	12	4088	14335	11508
Demo/APS Status			13.5	47.2	37.9
.4	5.0				1.1
2676		13	605	1673	398
Other Remaining			22.6	62.5	14.9
.4					
345		14		108	238
Non-categorized P				31.2	68.8
.1					
3563	601696	Column	86183	278801	224116
.6	100.0	Total	14.3	46.3	37.2
					1.5

Number of Missing Observations: 57563

XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q21 Adequate personnel to manage safety prog

Count	Strongly	Agree	No	Disagree
Row Pct	Agree	Opinion		
Row				
5	1	2	3	4
Total				

XPAYGRP		1	1902	9033	8079	534
395	19942		9.5	45.3	40.5	2.7
GS 1-4						
2.0	3.3					
1101	87984	2	10522	37371	34199	4791
GS 5-8			12.0	42.5	38.9	5.4
1.3	14.6					
2303	167912	3	15988	75890	64110	9621
GS-9-12			9.5	45.2	38.2	5.7
1.4	27.9					
209	57400	4	4594	25872	24046	2679
GS/GM 13-15			8.0	45.1	41.9	4.7
.4	9.5					
2	800	5	91	374	300	32
SES			11.4	46.8	37.5	4.0
.3	.1					
58	11778	6	1666	5847	3857	350
Other			14.1	49.6	32.7	3.0
.5	2.0					
311	12192	7	1538	4917	4404	1023
WG 1-5			12.6	40.3	36.1	8.4
2.6	2.0					
643	29504	8	3785	15873	6541	2663
WG 6-9			12.8	53.8	22.2	9.0
2.2	4.9					
1301	58552	9	5199	29509	17648	4895
WG 10-15			8.9	50.4	30.1	8.4
2.2	9.7					
219	23459	10	2546	13954	5101	1639
WG/WL 1-19			10.9	59.5	21.7	7.0
.9	3.9					
1171	98662	11	9250	43613	39197	5430
NSPS Pay Bands T			9.4	44.2	39.7	5.5
1.2	16.4					
436	30406	12	2725	14805	10846	1594
Demo/APS Status			9.0	48.7	35.7	5.2
1.4	5.1					
72	2676	13	284	1604	638	78
Other Remaining			10.6	59.9	23.8	2.9
2.7	.4					
345		14		108	238	
Non-categorized P				31.2	68.8	
.1						
8221	601613	Column	60091	278769	219203	35329
1.4	100.0	Total	10.0	46.3	36.4	5.9

Number of Missing Observations: 57646

XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q22 Award program does not promote safety

Count	Strongly	Agree	No	Disagree
Strongly				

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Disagree	Row Pct Row	Agree	Opinion			
			1	2	3	4
5 Total XPAYGRP						
872 20209 GS 1-4 4.3 3.4	1	1100 2480	11318 4439			
4818 87880 GS 5-8 5.5 14.6	2	3447 14833	48581 16200			
6043 168122 GS-9-12 3.6 28.0	3	5479 22826	92755 41018			
2598 57234 GS/GM 13-15 4.5 9.5	4	667 7644	33591 12735			
65 797 SES 8.2 .1	5	20 107	385 221			
180 11764 Other 1.5 2.0	6	416 1743	6132 3294			
595 12172 WG 1-5 4.9 2.0	7	1566 2246	5652 2113			
1632 29483 WG 6-9 5.5 4.9	8	2425 6369	11735 7321			
2941 58552 WG 10-15 5.0 9.7	9	2821 12879	26972 12941			
1529 23373 WS/WL 1-19 6.5 3.9	10	1256 4916	8709 6963			
4606 98536 NSPS Pay Bands T 4.7 16.4	11	2346 13895	55870 21819			
1369 30251 Demo/APS Status 4.5 5.0	12	533 4746	16086 7516			
171 2676 Other Remaining 6.4 .4	13	170 518	948 871			
345 Non-categorized P .1	14	107 175	63 18.1			
27419 601396 Column Total 4.6 100.0		22245 95308	318910 137513			

Number of Missing Observations: 57862

XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q23
Performance standards higher than safety

Strongly Disagree	Count	Row Pct Row	Agree	No	Disagree
5 Total XPAYGRP					
873 19973 GS 1-4 4.4 3.3	1	901 2498	11544 4156		
3332 87945 GS 5-8 3.8 14.7	2	3122 14796	48022 18673		
6827 167719 GS-9-12 4.1 27.9	3	4832 27748	89412 38900		
2212 57023 GS/GM 13-15 3.9 9.5	4	1083 10606	30542 12579		
29 797 SES 3.7 .1	5	38 195	373 163		
266 11793 Other 2.3 2.0	6	492 2430	5953 2653		
418 12192 WG 1-5 3.4 2.0	7	1039 1945	6158 2632		
1530 29166 WG 6-9 5.2 4.9	8	1053 6448	12735 7399		
2139 58464 WG 10-15 3.7 9.7	9	2170 10442	28706 15007		
1560 23442 WS/WL 1-19 6.7 3.9	10	530 3827	9450 8076		
3856 98407 NSPS Pay Bands T 3.9 16.4	11	2853 17832	53834 20032		
1177 30305 Demo/APS Status 3.9 5.0	12	779 6773	15480 6096		
208 2676 Other Remaining 7.8 .4	13	90 415	1032 932		
345 Non-categorized P .1	14	14 107	161 63		
24427 600247 Column Total 4.1 100.0		18996 106062	313402 137359		

Number of Missing Observations: 59011

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XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q24 Super. understand job safety problems						
Strongly Disagree	Count	Strongly Agree	Agree	No Opinion	Disagree	
Row Pct	Row	1	2	3	4	
5 Total						
XPAYGRP						
-----+						
378 20504	1	1522	8882	9018	704	
GS 1-4		7.4	43.3	44.0	3.4	
1.8 3.4						
-----+						
887 87808	2	10055	36350	37287	3229	
GS 5-8		11.5	41.4	42.5	3.7	
1.0 14.6						
-----+						
1432 167863	3	14543	77576	69644	4668	
GS-9-12		8.7	46.2	41.5	2.8	
.9 28.0						
-----+						
33 56990	4	4224	26585	23931	2217	
GS/GM 13-15		7.4	46.6	42.0	3.9	
.1 9.5						
-----+						
7 792	5	101	349	321	14	
SES		12.7	44.1	40.5	1.8	
.9 .1						
-----+						
11539	6	915	4576	5649	400	
Other		7.9	39.7	49.0	3.5	
1.9						
-----+						
136 12114	7	1580	5395	4432	572	
WG 1-5		13.0	44.5	36.6	4.7	
1.1 2.0						
-----+						
658 29271	8	4992	16017	5811	1794	
WG 6-9		17.1	54.7	19.9	6.1	
2.2 4.9						
-----+						
865 58323	9	7248	32476	14611	3122	
WG 10-15		12.4	55.7	25.1	5.4	
1.5 9.7						
-----+						
38 23577	10	3647	14476	4320	1096	
WS/WL 1-19		15.5	61.4	18.3	4.6	
.2 3.9						
-----+						
832 98212	11	8414	42681	43473	2812	
NSPS Pay Bands T		8.6	43.5	44.3	2.9	
.8 16.4						
-----+						
222 30104	12	2586	14500	11327	1469	
Demo/APS Status		8.6	48.2	37.6	4.9	
.7 5.0						
-----+						
2596	13	337	1708	440	111	
Other Remaining		13.0	65.8	16.9	4.3	
.4						
-----+						
345	14	122	224			
Non-categorized P		35.2	64.8			
.1						
-----+						
Column		60163	281692	230488	22209	
5487 600039						

.9	100.0	Total	10.0	46.9	38.4	3.7
Number of Missing Observations: 59220						
XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q25 Personnel follow lock./tagout procedures						
Strongly Disagree	Count	Strongly Agree	Agree	No Opinion	Disagree	
Row Pct	Row	1	2	3	4	
5 Total						
XPAYGRP						
-----+						
428 19910	1	2053	4702	12118	608	
GS 1-4		10.3	23.6	60.9	3.1	
2.2 3.3						
-----+						
1026 86708	2	6938	19688	54367	4689	
GS 5-8		8.0	22.7	62.7	5.4	
1.2 14.6						
-----+						
2828 166340	3	12956	46123	94988	9444	
GS-9-12		7.8	27.7	57.1	5.7	
1.7 27.9						
-----+						
953 57100	4	4116	14977	33599	3455	
GS/GM 13-15		7.2	26.2	58.8	6.1	
1.7 9.6						
-----+						
12 795	5	93	238	406	47	
SES		11.7	29.9	51.0	5.9	
1.5 .1						
-----+						
11341	6	1164	4422	5311	444	
Other		10.3	39.0	46.8	3.9	
1.9						
-----+						
406 12072	7	1503	3136	6272	756	
WG 1-5		12.4	26.0	52.0	6.3	
3.4 2.0						
-----+						
961 28891	8	4519	11860	10231	1321	
WG 6-9		15.6	41.1	35.4	4.6	
3.3 4.9						
-----+						
1188 57988	9	8792	30165	15541	2302	
WG 10-15		15.2	52.0	26.8	4.0	
2.0 9.7						
-----+						
102 23516	10	5533	12170	4815	895	
WS/WL 1-19		23.5	51.8	20.5	3.8	
.4 4.0						
-----+						
1391 97643	11	6587	23847	60635	5184	
NSPS Pay Bands T		6.7	24.4	62.1	5.3	
1.4 16.4						
-----+						
564 29981	12	1911	9343	15980	2183	
Demo/APS Status		6.4	31.2	53.3	7.3	
1.9 5.0						
-----+						
2676	13	714	1121	734	108	
Other Remaining		26.7	41.9	27.4	4.0	
.4						
-----+						
345	14	14	90	179	62	
Non-categorized P		4.1	26.1	51.8	18.0	
.1						

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-----+-----+-----+-----+-----+-----					
Column					
9860	595306	56893	181881	315173	31499
1.7	100.0	Total	9.6	30.6	52.9
Number of Missing Observations: 63953					
-----+-----+-----+-----+-----+-----					
XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q26 Safety training is part of orientation					
-----+-----+-----+-----+-----+-----					
Strongly Disagree	Count	Strongly Agree	No	Disagree	
Row Pct	Row	Agree	Opinion		
5	Total	1	2	3	4
XPAYGRP	-----+-----+-----+-----+-----+-----				
402	20254	1	3411	9294	5410
GS 1-4			16.8	45.9	26.7
2.0	3.4				8.6
-----+-----+-----+-----+-----+-----					
1291	87654	2	13441	38423	28259
GS 5-8			15.3	43.8	32.2
1.5	14.7				7.1
-----+-----+-----+-----+-----+-----					
1974	167292	3	21416	73714	57855
GS-9-12			12.8	44.1	34.6
1.2	28.0				7.4
-----+-----+-----+-----+-----+-----					
617	56329	4	5912	23243	23459
GS/GM 13-15			10.5	41.3	41.6
1.1	9.4				5.5
-----+-----+-----+-----+-----+-----					
12	797	5	97	366	244
SES			12.2	45.9	30.6
1.5	.1				9.9
-----+-----+-----+-----+-----+-----					
51	11702	6	1538	6604	3073
Other			13.1	56.4	26.3
.4	2.0				3.7
-----+-----+-----+-----+-----+-----					
232	11931	7	2343	4978	3211
WG 1-5			19.6	41.7	26.9
1.9	2.0				9.8
-----+-----+-----+-----+-----+-----					
715	29493	8	6899	15196	5356
WG 6-9			23.4	51.5	18.2
2.4	4.9				4.5
-----+-----+-----+-----+-----+-----					
781	58062	9	10304	33419	11140
WG 10-15			17.7	57.6	19.2
1.3	9.7				4.2
-----+-----+-----+-----+-----+-----					
60	23419	10	6911	13063	2875
WS/WL 1-19			29.5	55.8	12.3
.3	3.9				2.2
-----+-----+-----+-----+-----+-----					
1084	98052	11	12172	42555	34376
NSPS Pay Bands T			12.4	43.4	35.1
1.1	16.4				8.0
-----+-----+-----+-----+-----+-----					
312	30063	12	3587	13467	10502
Demo/APS Status			11.9	44.8	34.9
1.0	5.0				7.3
-----+-----+-----+-----+-----+-----					
	2619	13	692	1427	443
Other Remaining			26.4	54.5	16.9
	.4				2.2
-----+-----+-----+-----+-----+-----					

14	108	238	
345	31.2	68.8	
Non-categorized P			
.1			
-----+-----+-----+-----+-----+-----			
Column	88722	275858	186442
7529	598012	Total	14.8
1.3	100.0		46.1
Number of Missing Observations: 61246			
-----+-----+-----+-----+-----+-----			
XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q27 Leadership is sincere about personnel sa			
-----+-----+-----+-----+-----+-----			
Strongly Disagree	Count	Strongly Agree	No
Row Pct	Row	Agree	Opinion
5	Total	1	2
XPAYGRP	-----+-----+-----+-----+-----+-----		
453	19818	1	3154
GS 1-4			10687
2.3	3.3		4863
-----+-----+-----+-----+-----+-----			
984	87113	2	13943
GS 5-8			44341
1.1	14.6		24762
-----+-----+-----+-----+-----+-----			
1121	166804	3	23134
GS-9-12			96974
.7	27.9		39719
-----+-----+-----+-----+-----+-----			
115	56730	4	8664
GS/GM 13-15			32113
.2	9.5		14608
-----+-----+-----+-----+-----+-----			
5	798	5	186
SES			456
.7	.1		141
-----+-----+-----+-----+-----+-----			
95	11860	6	2198
Other			7074
.8	2.0		2223
-----+-----+-----+-----+-----+-----			
366	12056	7	2063
WG 1-5			4704
3.0	2.0		4284
-----+-----+-----+-----+-----+-----			
622	29283	8	5593
WG 6-9			15752
2.1	4.9		5687
-----+-----+-----+-----+-----+-----			
1298	58026	9	8850
WG 10-15			30359
2.2	9.7		13322
-----+-----+-----+-----+-----+-----			
234	23510	10	5316
WS/WL 1-19			14269
1.0	3.9		2900
-----+-----+-----+-----+-----+-----			
765	98070	11	15367
NSPS Pay Bands T			53907
.8	16.4		25159
-----+-----+-----+-----+-----+-----			
276	29912	12	4575
Demo/APS Status			17636
.9	5.0		6731
-----+-----+-----+-----+-----+-----			
	2619	13	654
			1625
			340

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Other Remaining	25.0	62.0	13.0	
.4				
-----+				
345	14	122	224	
Non-categorized P		35.2	64.8	
.1				
-----+				
Column	93698	330017	144962	21933
6334 596944				
Total	15.7	55.3	24.3	3.7
1.1 100.0				
Number of Missing Observations: 62315				

XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q28				
Supervisors seldom act on worker sugg.				
Strongly	Count	Strongly	Agree	No
Disagree	Row Pct	Agree		Disagree
	Row			Opinion
		1	2	3
				4
5 Total				
XPAYGRP				
-----+				
1444 20428	1	850	2622	8645
GS 1-4		4.2	12.8	42.3
7.1 3.4				33.6
-----+				
7395 87082	2	1863	7085	39495
GS 5-8		2.1	8.1	45.4
8.5 14.5				35.9
-----+				
14515 167444	3	2548	8568	69405
GS 9-12		1.5	5.1	41.4
8.7 28.0				43.2
-----+				
6760 56623	4	92	2699	24438
GS/GM 13-15		.2	4.8	43.2
11.9 9.5				40.0
-----+				
122 795	5	5	31	286
SES		.7	3.9	35.9
15.4 .1				44.1
-----+				
932 11509	6	403	876	4434
Other		3.5	7.6	38.5
8.1 1.9				42.3
-----+				
1008 12187	7	921	1249	5216
WG 1-5		7.6	10.2	42.8
8.3 2.0				31.1
-----+				
2276 29613	8	993	4430	9586
WG 6-9		3.4	15.0	32.4
7.7 4.9				41.6
-----+				
4944 58191	9	1390	6429	20008
WG 10-15		2.4	11.0	34.4
8.5 9.7				43.7
-----+				
3390 23617	10	455	2037	5788
WS/WL 1-19		1.9	8.6	24.5
14.4 3.9				50.6
-----+				
10088 98219	11	1207	5753	42782
NSPS Pay Bands T		1.2	5.9	43.6
10.3 16.4				39.1
-----+				
3405 30162	12	195	2642	12777
Demo/APS Status		.6	8.8	42.4
11.3 5.0				36.9

-----+					
305 2676	13	110	58	765	1439
Other Remaining		4.1	2.2	28.6	53.8
11.4 .4					
-----+					
345	14		107	175	63
Non-categorized P			31.0	50.8	18.1
.1					
-----+					
Column	11031	44586	243800	242890	
56583 598891					
Total	1.8	7.4	40.7	40.6	
9.4 100.0					
Number of Missing Observations: 60368					

XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q29					
Emergency procedures rarely tested					
Strongly	Count	Strongly	Agree	No	Disagree
Disagree	Row Pct	Agree			
	Row				Opinion
		1	2	3	4
5 Total					
XPAYGRP					
-----+					
1705 19712	1	826	2255	8065	6860
GS 1-4		4.2	11.4	40.9	34.8
8.7 3.3					
-----+					
8931 87438	2	2797	9444	32237	34030
GS 5-8		3.2	10.8	36.9	38.9
10.2 14.6					
-----+					
15562 167055	3	4774	16994	55931	73793
GS 9-12		2.9	10.2	33.5	44.2
9.3 28.0					
-----+					
6353 56757	4	358	6027	21179	22839
GS/GM 13-15		.6	10.6	37.3	40.2
11.2 9.5					
-----+					
160 795	5	16	62	172	385
SES		2.0	7.8	21.6	48.5
20.1 .1					
-----+					
2248 11717	6	446	839	3669	4515
Other		3.8	7.2	31.3	38.5
19.2 2.0					
-----+					
1171 12022	7	1075	1337	5183	3257
WG 1-5		8.9	11.1	43.1	27.1
9.7 2.0					
-----+					
2112 29391	8	1558	5834	9844	10043
WG 6-9		5.3	19.8	33.5	34.2
7.2 4.9					
-----+					
4315 58144	9	1656	9428	20941	21805
WG 10-15		2.8	16.2	36.0	37.5
7.4 9.7					
-----+					
3078 23596	10	780	3706	6189	9843
WG/WL 1-19		3.3	15.7	26.2	41.7
13.0 3.9					
-----+					
10619 97928	11	1812	10619	34912	39966
NSPS Pay Bands T		1.9	10.8	35.7	40.8
10.8 16.4					
-----+					

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2845	29965	12	609	3758	10583	12170	
Demo/APS Status			2.0	12.5	35.3	40.6	
9.5	5.0						
----	-----	-----	-----	-----	-----	-----	-----
399	2676	13	55	286	835	1102	
Other Remaining			2.0	10.7	31.2	41.2	
14.9	.4						
----	-----	-----	-----	-----	-----	-----	-----
	345	14		45	224	77	
Non-categorized P				13.0	64.8	22.2	
	.1						
----	-----	-----	-----	-----	-----	-----	-----
59498	597541	Column	16761	70632	209965	240684	
10.0	100.0	Total	2.8	11.8	35.1	40.3	

Number of Missing Observations: 61718

XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q30 Safety officer improves safety

		Count	Strongly	Agree	No	Disagree	
Strongly		Row Pct	Agree	Opinion			
Disagree	Row	Row	1	2	3	4	
5	Total						
XPAYGRP							

417	20028	1	1969	6712	9990	940	
GS 1-4			9.8	33.5	49.9	4.7	
2.1	3.4						

1420	86237	2	8895	31208	41169	3544	
GS 5-8			10.3	36.2	47.7	4.1	
1.6	14.5						

2433	165716	3	12278	58580	82846	9579	
GS-9-12			7.4	35.3	50.0	5.8	
1.5	27.9						

151	56223	4	3994	19693	29785	2599	
GS/GM 13-15			7.1	35.0	53.0	4.6	
.3	9.5						

7	792	5	74	297	382	32	
SES			9.3	37.4	48.2	4.1	
.9	.1						

58	11654	6	1085	4485	5679	347	
Other			9.3	38.5	48.7	3.0	
.5	2.0						

441	12079	7	1330	3465	5823	1019	
WG 1-5			11.0	28.7	48.2	8.4	
3.7	2.0						

776	29326	8	2482	13327	10818	1923	
WG 6-9			8.5	45.4	36.9	6.6	
2.6	4.9						

1082	57436	9	2989	19381	29258	4726	
WG 10-15			5.2	33.7	50.9	8.2	
1.9	9.7						

537	23415	10	1754	10214	8974	1936	
WS/WL 1-19			7.5	43.6	38.3	8.3	
2.3	3.9						

1264	97484	11	7097	33846	50906	4370	

NSPS Pay Bands T	7.3	34.7	52.2	4.5		
1.3 16.4						
+-----+						
295 29917	12	1634	10763	16000 1226		
Demo/APS Status		5.5	36.0	53.5 4.1		
1.0 5.0						
+-----+						
	13	253	1082	1105 237		
2676						
Other Remaining		9.4	40.4	41.3 8.8		
.5						
+-----+						
	14		90	255		
345						
Non-categorized P			26.1	73.9		
.1						
+-----+						
8882	593328	Column	45832	213142	292993	32478
1.5	100.0	Total	7.7	35.9	49.4	5.5

Number of Missing Observations: 65931

XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q31 Leadership sets fine safety example

Strongly Disagree		Count	Strongly Agree	No Opinion	Disagree	
Row	Pct Row					
5	Total		1	2	3	4
XPAYGRP						
413	19977	1	1956	9131	7214	1263
GS 1-4			9.8	45.7	36.1	6.3
2.1	3.3					
1638	87284	2	10717	36753	33386	4790
GS 5-8			12.3	42.1	38.3	5.5
1.9	14.6					
1199	167544	3	14912	79953	62530	8949
GS-9-12			8.9	47.7	37.3	5.3
.7	28.0					
357	57053	4	6119	26620	22039	1918
GS/GM 13-15			10.7	46.7	38.6	3.4
.6	9.5					
8	799	5	162	402	205	21
SES			20.3	50.3	25.7	2.7
1.0	.1					
109	11636	6	1935	5906	3104	582
Other			16.6	50.8	26.7	5.0
.9	1.9					
248	12092	7	1169	4931	4609	1135
WG 1-5			9.7	40.8	38.1	9.4
2.1	2.0					
1270	28954	8	3595	13639	8196	2254
WG 6-9			12.4	47.1	28.3	7.8
4.4	4.8					
1938	58097	9	5223	23855	21037	6043
WG 10-15			9.0	41.1	36.2	10.4
3.3	9.7					
196	23557	10	3296	12917	5913	1235
WS/WL 1-19			14.0	54.8	25.1	5.2
.8	3.9					

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1022	97998	11	11497	45740	35815	3924
NSPS Pay Bands T			11.7	46.7	36.5	4.0
1.0	16.4					
171	29514	12	2527	13529	11931	1356
Demo/APS Status			8.6	45.8	40.4	4.6
.6	4.9					
	2619	13	288	1420	645	267
Other Remaining			11.0	54.2	24.6	10.2
	.4					
	345	14		122	161	62
Non-categorized P				35.2	46.8	18.0
	.1					
8568	597469	Column	63398	274918	216786	33799
1.4	100.0	Total	10.6	46.0	36.3	5.7

Number of Missing Observations: 61790

XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q32
Supervisors fits safety into performance

Strongly Disagree		Count	Strongly Agree	No Opinion	Disagree	
Row	Pct	Row	Agree	Opinion		
5	Total		1	2	3	4
XPAYGRP						
422	20448	1	1913	9297	7656	1159
GS 1-4			9.4	45.5	37.4	5.7
2.1	3.4					
871	86958	2	10724	35266	35038	5059
GS 5-8			12.3	40.6	40.3	5.8
1.0	14.6					
1374	166891	3	14096	71125	70278	10018
GS-9-12			8.4	42.6	42.1	6.0
.8	28.0					
185	56918	4	5361	23743	24300	3329
GS/GM 13-15			9.4	41.7	42.7	5.8
.3	9.5					
12	797	5	107	292	336	50
SES			13.4	36.6	42.1	6.3
1.5	.1					
58	11445	6	1679	5841	3573	295
Other			14.7	51.0	31.2	2.6
.5	1.9					
131	11934	7	1915	5513	3726	650
WG 1-5			16.0	46.2	31.2	5.4
1.1	2.0					
829	29196	8	3847	14830	7243	2447
WG 6-9			13.2	50.8	24.8	8.4
2.8	4.9					
1188	58110	9	6449	27091	19235	4147
WG 10-15			11.1	46.6	33.1	7.1
2.0	9.7					

163	23452	10	3939	13732	4832	786
WS/WL 1-19			16.8	58.6	20.6	3.3
.7	3.9					
933	98041	11	9699	37986	43063	6359
NSPS Pay Bands T			9.9	38.7	43.9	6.5
1.0	16.4					
122	29733	12	2182	11209	14030	2189
Demo/APS Status			7.3	37.7	47.2	7.4
.4	5.0					
	2676	13	324	1532	707	113
Other Remaining			12.1	57.3	26.4	4.2
	.4					
	345	14		122	161	62
Non-categorized P				35.2	46.8	18.0
	.1					
6289	596946	Column	62236	257579	234178	36663
1.1	100.0	Total	10.4	43.1	39.2	6.1

Number of Missing Observations: 62313

XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q33
Preventive maintenance operates poorly

Strongly Disagree		Count	Strongly Agree	No Opinion	Disagree	
Row	Pct	Row	Agree	Opinion		
			1	2	3	4
5	Total					
XPAYGRP						
1126	19919	1	823	2545	10274	5152
GS 1-4			4.1	12.8	51.6	25.9
5.7	3.3					
4897	86929	2	3431	10357	45201	23042
GS 5-8			3.9	11.9	52.0	26.5
5.6	14.6					
8458	167080	3	4998	20068	88595	44961
GS-9-12			3.0	12.0	53.0	26.9
5.1	28.1					
2743	56774	4	1164	6316	32403	14148
GS/GM 13-15			2.1	11.1	57.1	24.9
4.8	9.5					
78	787	5	10	72	393	234
SES			1.3	9.2	49.9	29.8
9.9	.1					
959	11418	6	416	1505	4931	3607
Other			3.6	13.2	43.2	31.6
8.4	1.9					
435	12092	7	1071	2235	5118	3233
WG 1-5			8.9	18.5	42.3	26.7
3.6	2.0					
2206	29022	8	2784	5886	8693	9453
WG 6-9			9.6	20.3	30.0	32.6
7.6	4.9					
3295	57842	9	3784	11756	18932	20075

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WG 10-15		6.5	20.3	32.7	34.7	
5.7	9.7					
-----+						
2510	23398	10	1459	4170	6305	8954
WS/WL 1-19			6.2	17.8	26.9	38.3
10.7	3.9					
-----+						
5634	97509	11	2539	10758	53839	24740
NSPS Pay Bands T			2.6	11.0	55.2	25.4
5.8	16.4					
-----+						
1609	29723	12	817	4333	14229	8735
Demo/APS Status			2.7	14.6	47.9	29.4
5.4	5.0					
-----+						
313	2607	13	110	318	899	966
Other Remaining			4.2	12.2	34.5	37.1
12.0	.4					
-----+						
	345	14		124	221	
Non-categorized P				36.0	64.0	
	.1					
-----+						
Column		23405	80445	290033	167300	
34262	595445					
Total		3.9	13.5	48.7	28.1	
5.8	100.0					
Number of Missing Observations: 63813						

XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q34 Leadership participates in safety activi						
Strongly Disagree	Count	Strongly Agree	No	Disagree		
Row Pct	Row	Agree	Opinion			
		1	2	3	4	
5	Total					
XPAYGRP						
-----+						
432	20377	1	1412	8152	9361	1020
GS 1-4			6.9	40.0	45.9	5.0
2.1	3.4					
-----+						
1766	86831	2	8626	27884	42319	6237
GS 5-8			9.9	32.1	48.7	7.2
2.0	14.6					
-----+						
1959	166829	3	12323	59935	82320	10293
GS-9-12			7.4	35.9	49.3	6.2
1.2	28.0					
-----+						
212	56576	4	4437	19900	29216	2810
GS/GM 13-15			7.8	35.2	51.6	5.0
.4	9.5					
-----+						
7	797	5	99	288	348	55
SES			12.4	36.2	43.6	6.9
.9	.1					
-----+						
93	11461	6	1641	5083	4253	391
Other			14.3	44.4	37.1	3.4
.8	1.9					
-----+						
204	11811	7	973	3976	5693	965
WG 1-5			8.2	33.7	48.2	8.2
1.7	2.0					
-----+						
1322	29233	8	2283	12805	9546	3277
WG 6-9			7.8	43.8	32.7	11.2
4.5	4.9					

-----+							
1379	57807	9	3928	21590	24419	6492	
WG 10-15			6.8	37.3	42.2	11.2	
2.4	9.7						
-----+							
460	23356	10	2241	11311	7250	2093	
WS/WL 1-19			9.6	48.4	31.0	9.0	
2.0	3.9						
-----+							
1118	97505	11	7923	34016	48771	5677	
NSPS Pay Bands T			8.1	34.9	50.0	5.8	
1.1	16.4						
-----+							
232	29730	12	1809	10508	15717	1464	
Demo/APS Status			6.1	35.3	52.9	4.9	
.8	5.0						
-----+							
	2607	13	253	1264	910	179	
Other Remaining			9.7	48.5	34.9	6.9	
	.4						
-----+							
	345	14		45	300		
Non-categorized P				13.0	87.0		
	.1						
-----+							
9184	595264	Column	47947	216758	280423	40952	
1.5	100.0	Total	8.1	36.4	47.1	6.9	

Number of Missing Observations: 63994							

XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q35 Safety officer has high status							
Strongly Disagree	Count	Strongly Agree	No	Disagree			
	Row Pct	Agree	Opinion				
	Row						
5	Total	1	2	3	4		
XPAYGRP							
-----+							
322	19735	1	1650	5908	10549	1306	
GS 1-4			8.4	29.9	53.5	6.6	
1.6	3.3						
-----+							
2062	86993	2	9214	24471	45824	5422	
GS 5-8			10.6	28.1	52.7	6.2	
2.4	14.7						
-----+							
3297	165609	3	10537	46791	93310	11674	
GS-9-12			6.4	28.3	56.3	7.0	
2.0	27.9						
-----+							
485	56637	4	4370	14580	32624	4577	
GS/GM 13-15			7.7	25.7	57.6	8.1	
.9	9.6						
-----+							
5	795	5	71	210	422	88	
SES			8.9	26.4	53.1	11.1	
.6	.1						
-----+							
232	11277	6	1007	3229	5907	901	
Other			8.9	28.6	52.4	8.0	
2.1	1.9						
-----+							
336	11872	7	1273	3858	4972	1433	
WG 1-5			10.7	32.5	41.9	12.1	
2.8	2.0						
-----+							

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939	29144	8	3140	11569	10839	2656	
WG 6-9			10.8	39.7	37.2	9.1	
3.2	4.9						
-----+							
1839	57666	9	3521	17993	27384	6929	
WG 10-15			6.1	31.2	47.5	12.0	
3.2	9.7						
-----+							
640	23181	10	2436	8932	9313	1861	
WS/WL 1-19			10.5	38.5	40.2	8.0	
2.8	3.9						
-----+							
1882	97416	11	7151	26490	53545	8350	
NSPS Pay Bands T			7.3	27.2	55.0	8.6	
1.9	16.4						
-----+							
743	29525	12	1569	7518	16751	2944	
Demo/APS Status			5.3	25.5	56.7	10.0	
2.5	5.0						
-----+							
38	2676	13	253	1189	944	252	
Other Remaining			9.4	44.4	35.3	9.4	
1.4	.5						
-----+							
	316	14		61	255		
Non-categorized P				19.4	80.6		
	.1						
-----+							
Column	46193		172800	312640	48393		
12819	592844						
Total			7.8	29.1	52.7	8.2	
2.2	100.0						

Number of Missing Observations: 66415

XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q36 Hazards not fixed quickly are ignored

		Count	Strongly	Agree	No	Disagree	
Strongly		Row Pct	Agree		Opinion		
Disagree	Row						
5	Total		1	2	3	4	
XPAYGRP							
-----+							
1415	20645	1	1096	2805	7586	7743	
GS 1-4			5.3	13.6	36.7	37.5	
6.9	3.5						
-----+							
7764	87340	2	2077	9477	34605	33417	
GS 5-8			2.4	10.9	39.6	38.3	
8.9	14.6						
-----+							
10868	166955	3	2345	13777	72759	67205	
GS-9-12			1.4	8.3	43.6	40.3	
6.5	27.9						
-----+							
3298	56857	4	32	5128	23536	24863	
GS/GM 13-15			.1	9.0	41.4	43.7	
5.8	9.5						
-----+							
106	793	5	5	48	273	360	
SES			.7	6.1	34.5	45.4	
13.4	.1						
-----+							
1149	11289	6	394	572	3871	5302	
Other			3.5	5.1	34.3	47.0	
10.2	1.9						
-----+							
979	12104	7	983	1994	3929	4219	

WG 1-5		8.1	16.5	32.5	34.9	
8.1	2.0					
-----+						
2109	29306	8	1266	5644	8038	12248
WG 6-9			4.3	19.3	27.4	41.8
7.2	4.9					
-----+						
3984	58405	9	2490	8865	20079	22988
WG 10-15			4.3	15.2	34.4	39.4
6.8	9.8					
-----+						
3535	23401	10	603	2968	5600	10696
WS/WL 1-19			2.6	12.7	23.9	45.7
15.1	3.9					
-----+						
7818	97721	11	1326	8144	42304	38129
NSPS Pay Bands T			1.4	8.3	43.3	39.0
8.0	16.4					
-----+						
2162	29711	12	107	3289	12609	11544
Demo/APS Status			.4	11.1	42.4	38.9
7.3	5.0					
-----+						
334	2641	13	55	361	765	1128
Other Remaining			2.1	13.7	29.0	42.7
12.6	.4					
-----+						
	345	14		45	241	59
Non-categorized P				13.0	69.8	17.2
	.1					
-----+						
	Column		12779	63116	236196	239901
45521	597512					
	Total		2.1	10.6	39.5	40.1
7.6	100.0					

Number of Missing Observations: 61746

XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q37 Personnel take part in accident invest.

		Count	Strongly	Agree	No	Disagree	
Strongly		Row Pct	Agree	Opinion			
Disagree	Row						
5	Total		1	2	3	4	
XPAYGRP							
-----+							
440	19979	1	1607	8143	9317	472	
GS 1-4			8.0	40.8	46.6	2.4	
2.2	3.4						
-----+							
570	87367	2	6719	31657	44077	4345	
GS 5-8			7.7	36.2	50.4	5.0	
.7	14.7						
-----+							
1000	166637	3	8779	61521	88146	7191	
GS-9-12			5.3	36.9	52.9	4.3	
.6	28.0						
-----+							
52	56976	4	3882	22452	28709	1881	
GS/GM 13-15			6.8	39.4	50.4	3.3	
.1	9.6						
-----+							
10	792	5	94	339	340	10	
SES			11.9	42.8	42.9	1.3	
1.2	.1						
-----+							
	11379	6	1182	5023	4917	256	
Other			10.4	44.1	43.2	2.2	
	1.9						

	11309	6		1031		5972		3492		814					
Other	1.9			9.1		52.8		30.9		7.2					
-----+				-----+		-----+		-----+		-----+					
234	12274	7		1660		4921		4751		707					
WG 1-5				13.5		40.1		38.7		5.8					
1.9	2.1														
-----+				-----+		-----+		-----+		-----+					
1184	29308	8		3727		13848		8489		2061					
WG 6-9				12.7		47.3		29.0		7.0					
4.0	4.9														
-----+				-----+		-----+		-----+		-----+					
1052	58325	9		5242		27432		20139		4460					
WG 10-15				9.0		47.0		34.5		7.6					
1.8	9.8														
-----+				-----+		-----+		-----+		-----+					
172	23353	10		2262		13411		6245		1262					
WS/WL 1-19				9.7		57.4		26.7		5.4					
.7	3.9														
-----+				-----+		-----+		-----+		-----+					
949	97591	11		6270		35904		49316		5153					
NSPS Pay Bands T				6.4		36.8		50.5		5.3					
1.0	16.3														
-----+				-----+		-----+		-----+		-----+					
204	29638	12		1628		10998		14525		2282					
Demo/APS Status				5.5		37.1		49.0		7.7					
.7	5.0														
-----+				-----+		-----+		-----+		-----+					
	2641	13		224		1479		825		113					
Other Remaining				8.5		56.0		31.2		4.3					
	.4														
-----+				-----+		-----+		-----+		-----+					
	345	14				122		224							
Non-categorized P						35.2		64.8							
	.1														
-----+				-----+		-----+		-----+		-----+					
7281	596994	Column		45613		246727		259130		38243					
1.2	100.0	Total		7.6		41.3		43.4		6.4					
Number of Missing Observations: 62265															

XPAYGRPConstructed Paygrade (14 lev)(Cross by Q39 Medical facilities are sufficient															
			Count	Strongly	Agree	No	Disagree								
Strongly			Row Pct	Agree	Opinion										
Disagree			Row												
				1	2	3	4								
5	Total			-----+											
XPAYGRP				-----+											
470	19535	1		1967		10044		6240		813					
GS 1-4				10.1		51.4		31.9		4.2					
2.4	3.3														
-----+				-----+		-----+		-----+		-----+					

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SES			10.5	49.5	34.0	5.4	
.6	.1						
124	11272	6	1182	5763	3415	788	
Other			10.5	51.1	30.3	7.0	
1.1	1.9						
375	12128	7	1944	4412	4115	1282	
WG 1-5			16.0	36.4	33.9	10.6	
3.1	2.0						
1501	29018	8	3305	13813	8028	2371	
WG 6-9			11.4	47.6	27.7	8.2	
5.2	4.9						
5395	57787	9	3563	23042	17674	8112	
WG 10-15			6.2	39.9	30.6	14.0	
9.3	9.7						
1769	23367	10	1964	10443	6049	3143	
WS/WL 1-19			8.4	44.7	25.9	13.4	
7.6	3.9						
2213	97345	11	7683	38509	42733	6206	
NSPS Pay Bands T			7.9	39.6	43.9	6.4	
2.3	16.4						
338	29323	12	1541	10862	14387	2195	
Demo/APS Status			5.3	37.0	49.1	7.5	
1.2	4.9						
38	2641	13	247	1779	578		
Other Remaining			9.3	67.3	21.9		
1.4	.4						
14	316	14		79	161	62	
Non-categorized P				24.9	51.0	19.7	
4.4	.1						
20837	593039	Column	49766	245024	231116	46297	
3.5	100.0	Total	8.4	41.3	39.0	7.8	

Number of Missing Observations: 66220

XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q40
Leadership ignores safety during promoti

		Count	Strongly	Agree	No	Disagree	
Strongly		Row Pct	Agree	Opinion			
Disagree	Row						
5	Total		1	2	3	4	
XPAYGRP							

1627	20369	1	750	2557	10497	4938	
GS 1-4			3.7	12.6	51.5	24.2	
8.0	3.4						

7027	86512	2	2637	7501	44406	24940	
GS 5-8			3.0	8.7	51.3	28.8	
8.1	14.6						

14212	165918	3	3936	9465	84193	54111	
GS-9-12			2.4	5.7	50.7	32.6	
8.6	28.0						

5199	56834	4	1052	3740	29792	17051	
GS/GM 13-15			1.9	6.6	52.4	30.0	
9.1	9.6						

147	786	5	8	15	251	365
SES			1.0	1.9	32.0	46.5
18.7	.1					
1328	11255	6	222	625	5303	3777
Other			2.0	5.6	47.1	33.6
11.8	1.9					
602	12049	7	1055	1114	6423	2854
WG 1-5			8.8	9.2	53.3	23.7
5.0	2.0					
2646	28824	8	1744	3646	11522	9267
WG 6-9			6.1	12.6	40.0	32.1
9.2	4.9					
4448	58230	9	2677	9398	25184	16523
WG 10-15			4.6	16.1	43.2	28.4
7.6	9.8					
2668	23307	10	645	2403	8946	8645
WS/WL 1-19			2.8	10.3	38.4	37.1
11.4	3.9					
9795	97017	11	1425	5768	49236	30793
NSPS Pay Bands T			1.5	5.9	50.8	31.7
10.1	16.3					
2416	29435	12	365	2280	15431	8942
Demo/APS Status			1.2	7.7	52.4	30.4
8.2	5.0					
198	2641	13	55	247	1268	873
Other Remaining			2.1	9.4	48.0	33.1
7.5	.4					
14	345	14		45	224	63
Non-categorized P				13.0	64.8	18.1
4.1	.1					
52329	593522	Column	16570	48803	292677	183143
8.8	100.0	Total	2.8	8.2	49.3	30.9

Number of Missing Observations: 65737

XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q41 Safety
officer is readily available

		Count	Strongly Agree	Agree	No	Disagree	
Strongly Disagree	Row	Pct Row	Opinion				
			1	2	3	4	
5	Total						
XPAYGRP							

350	19988	1	1952	7602	8955	1128	
GS 1-4			9.8	38.0	44.8	5.6	
1.8	3.4						

1186	87168	2	10091	35473	34606	5813	
GS 5-8			11.6	40.7	39.7	6.7	
1.4	14.7						

2388	166039	3	15430	74103	65752	8366	
GS-9-12			9.3	44.6	39.6	5.0	
1.4	27.9						

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356	57011	4	5804	23316	24284	3250	
GS/GM	13-15		10.2	40.9	42.6	5.7	
.6	9.6						
-----+							
5	794	5	91	343	309	46	
SES			11.5	43.2	38.9	5.7	
.6	.1						
-----+							
123	11341	6	1007	4369	5449	393	
Other			8.9	38.5	48.0	3.5	
1.1	1.9						
-----+							
312	11971	7	1241	3991	5131	1295	
WG 1-5			10.4	33.3	42.9	10.8	
2.6	2.0						
-----+							
1105	29196	8	3475	13341	8107	3169	
WG 6-9			11.9	45.7	27.8	10.9	
3.8	4.9						
-----+							
1415	57762	9	4031	23487	22310	6518	
WG 10-15			7.0	40.7	38.6	11.3	
2.4	9.7						
-----+							
602	23414	10	2825	11283	6942	1762	
WS/WL 1-19			12.1	48.2	29.6	7.5	
2.6	3.9						
-----+							
1245	97435	11	10136	39913	41169	4972	
NSPS Pay Bands T			10.4	41.0	42.3	5.1	
1.3	16.4						
-----+							
602	29574	12	2367	12536	12305	1764	
Demo/APS Status			8.0	42.4	41.6	6.0	
2.0	5.0						
-----+							
	2641	13	304	1322	827	188	
Other Remaining			11.5	50.1	31.3	7.1	
.4							
-----+							
	345	14		90	255		
Non-categorized P				26.1	73.9		
.1							
-----+							
Column			58754	251170	236402	38664	
9690	594680						
Total			9.9	42.2	39.8	6.5	
1.6	100.0						

Number of Missing Observations: 64579

XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q42 This unit has a stable workforce

Strongly Disagree		Count	Strongly Agree	No Opinion	Disagree	
Row	Pct	Row	Agree	Opinion		
5	Total		1	2	3	4
XPAYGRP						
-----+						
477	20071	1	1175	7144	9389	1887
GS 1-4			5.9	35.6	46.8	9.4
2.4	3.4					
-----+						
2575	86547	2	6215	31960	38619	7179
GS 5-8			7.2	36.9	44.6	8.3
3.0	14.6					
-----+						
3683	166172	3	8702	63522	72807	17458

GS-9-12			5.2	38.2	43.8	10.5	
2.2	28.0						
-----+							
668	56291	4	2247	23070	25024	5283	
GS/GM 13-15			4.0	41.0	44.5	9.4	
1.2	9.5						
-----+							
11	787	5	84	415	217	59	
SES			10.6	52.8	27.6	7.6	
1.5	.1						
-----+							
63	11341	6	1065	5021	4401	792	
Other			9.4	44.3	38.8	7.0	
.6	1.9						
-----+							
496	11873	7	944	3855	5354	1224	
WG 1-5			8.0	32.5	45.1	10.3	
4.2	2.0						
-----+							
1172	29173	8	1997	12015	10733	3256	
WG 6-9			6.8	41.2	36.8	11.2	
4.0	4.9						
-----+							
1510	58009	9	2657	21308	24271	8263	
WG 10-15			4.6	36.7	41.8	14.2	
2.6	9.8						
-----+							
436	23267	10	1156	10457	7782	3436	
WS/WL 1-19			5.0	44.9	33.4	14.8	
1.9	3.9						
-----+							
2113	97202	11	5504	36463	42614	10509	
NSPS Pay Bands T			5.7	37.5	43.8	10.8	
2.2	16.4						
-----+							
548	29420	12	789	13138	12524	2421	
Demo/APS Status			2.7	44.7	42.6	8.2	
1.9	5.0						
-----+							
78	2641	13	253	1125	998	188	
Other Remaining			9.6	42.6	37.8	7.1	
3.0	.4						
-----+							
	345	14		62	283		
Non-categorized P				18.0	82.0		
	.1						
-----+							
Column			32786	229555	255015	61955	
13829	593140						
Total			5.5	38.7	43.0	10.4	
2.3	100.0						

Number of Missing Observations: 66119

XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q43 Personnel afraid to report problems

Strongly Disagree		Count	Strongly Agree	No Opinion	Disagree	
Row	Pct	Row	Agree	Opinion		
5	Total		1	2	3	4
XPAYGRP						
-----+						
1965	20017	1	868	1540	7311	8332
GS 1-4			4.3	7.7	36.5	41.6
9.8	3.4					
-----+						
8754	87060	2	1603	6381	30529	39792
GS 5-8			1.8	7.3	35.1	45.7
10.1	14.7					

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17419	165170	3	3312	8298	56557	79584	
GS-9-12			2.0	5.0	34.2	48.2	
10.5	27.8						
8401	56520	4	55	2253	16814	28996	
GS/GM	13-15		.1	4.0	29.7	51.3	
14.9	9.5						
180	794	5	3	7	163	440	
SES			.4	.9	20.5	55.4	
22.7	.1						
1831	11373	6	324	911	3400	4909	
Other			2.8	8.0	29.9	43.2	
16.1	1.9						
969	12136	7	618	1255	4632	4661	
WG	1-5		5.1	10.3	38.2	38.4	
8.0	2.0						
3055	29067	8	1067	3593	7963	13390	
WG	6-9		3.7	12.4	27.4	46.1	
10.5	4.9						
5795	58003	9	1994	5554	17235	27424	
WG	10-15		3.4	9.6	29.7	47.3	
10.0	9.8						
4493	23359	10	272	1654	4168	12771	
WS/WL	1-19		1.2	7.1	17.8	54.7	
19.2	3.9						
12408	97283	11	1028	4287	33301	46258	
NSPS Pay Bands T			1.1	4.4	34.2	47.6	
12.8	16.4						
3746	29517	12	96	1768	9061	14845	
Demo/APS Status			.3	6.0	30.7	50.3	
12.7	5.0						
443	2641	13	55	70	537	1536	
Other Remaining			2.1	2.6	20.3	58.2	
16.8	.4						
	345	14		45	161	139	
Non-categorized P				13.0	46.8	40.2	
	.1						
69459	593284	Column	11296	37617	191833	283079	
11.7	100.0	Total	1.9	6.3	32.3	47.7	

Number of Missing Observations: 65975

XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q44
Supervisors always investigate accidents

		Count	Strongly	Agree	No	Disagree	
Strongly		Row Pct	Agree	Opinion			
Disagree		Row					
5	Total		1	2	3	4	
XPAYGRP							
-----+							
612	20465	1	1522	9635	7749	948	
GS	1-4		7.4	47.1	37.9	4.6	
3.0	3.4						
-----+							

1032	87007	2	9882	33477	38624	3993	
GS	5-8		11.4	38.5	44.4	4.6	
1.2	14.6						
1468	166388	3	13170	66174	78822	6753	
GS-9-12			7.9	39.8	47.4	4.1	
.9	28.0						
19	56392	4	5124	23649	26296	1304	
GS/GM	13-15		9.1	41.9	46.6	2.3	
.0	9.5						
12	789	5	113	341	302	21	
SES			14.3	43.2	38.3	2.6	
1.5	.1						
114	11373	6	1852	4944	4013	451	
Other			16.3	43.5	35.3	4.0	
1.0	1.9						
40	11990	7	1413	4965	4208	1363	
WG	1-5		11.8	41.4	35.1	11.4	
.3	2.0						
683	28943	8	3608	14307	8582	1763	
WG	6-9		12.5	49.4	29.7	6.1	
2.4	4.9						
1150	58149	9	6323	27088	20068	3519	
WG	10-15		10.9	46.6	34.5	6.1	
2.0	9.8						
296	23311	10	3785	12614	5437	1179	
WS/WL	1-19		16.2	54.1	23.3	5.1	
1.3	3.9						
914	97171	11	9264	36686	47043	3265	
NSPS Pay Bands T			9.5	37.8	48.4	3.4	
.9	16.3						
217	29360	12	2377	10905	14920	941	
Demo/APS Status			8.1	37.1	50.8	3.2	
.7	4.9						
	2641	13	440	1245	829	127	
Other Remaining			16.6	47.1	31.4	4.8	
	.4						
	345	14		122	224		
Non-categorized P				35.2	64.8		
	.1						
6557	594325	Column	58873	246152	257117	25627	
1.1	100.0	Total	9.9	41.4	43.3	4.3	

Number of Missing Observations: 64933

XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q45
Environmental cond. kept at good levels

Count		Strongly	Agree	No	Disagree	
Strongly	Row Pct	Agree	Opinion			
Disagree	Row					
5	Total	1	2	3	4	
XPAYGRP						
703	19792	1	1601	9426	5492	2570

PAYGRP		1	2	3	4	5	6	7	8	9	10	11	12	13	14
1283	20418	1058	2700	9962	5414										
GS 1-4		5.2	13.2	48.8	26.5										
6.3	3.4														
6916	87673	1685	8461	43278	27334										
GS 5-8		1.9	9.7	49.4	31.2										
7.9	14.7														
11655	167294	2566	10387	85185	57502										
GS-9-12		1.5	6.2	50.9	34.4										
7.0	28.0														
4195	56518	58	3261	32137	16868										
GS/GM 13-15		.1	5.8	56.9	29.8										
7.4	9.5														
106	783		17	388	272										
SES			2.2	49.5	34.7										
13.5	.1														
940	11387	250	765	5596	3836										
Other		2.2	6.7	49.1	33.7										
8.3	1.9														
768	12330	1456	1909	3857	4340										
WG 1-5		11.8	15.5	31.3	35.2										
6.2	2.1														
2244	29365	1268	6661	7008	12186										
WG 6-9		4.3	22.7	23.9	41.5										
7.6	4.9														
4584	58227	1690	11749	17553	22652										
WG 10-15		2.9	20.2	30.1	38.9										
7.9	9.7														
3315	23459	325	3558	3929	12332										
WS/WL 1-19		1.4	15.2	16.7	52.6										
14.1	3.9														
7376	97790	815	5362	53772	30465										
NSPS Pay Bands T		.8	5.5	55.0	31.2										
7.5	16.4														
2271	29697	81	2801	14262	10282										
Demo/APS Status		.3	9.4	48.0	34.6										
7.6	5.0														
517	2641	127	243	540	1214										

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Disagree	Row Pct	Agree	Opinion			
			1	2	3	4
5 Total						
XPAYGRP						
1328 20031	1	797	1991	9923	5991	
GS 1-4		4.0	9.9	49.5	29.9	
6.6 3.4						
6656 87548	2	1582	7947	44927	26436	
GS 5-8		1.8	9.1	51.3	30.2	
7.6 14.7						
11147 166345	3	3184	10570	89633	51811	
GS-9-12		1.9	6.4	53.9	31.1	
6.7 28.0						
3647 56565	4	431	3659	31220	17607	
GS/GM 13-15		.8	6.5	55.2	31.1	
6.4 9.5						
77 781	5	7	32	400	266	
SES		.9	4.1	51.2	34.1	
9.8 .1						
1091 11503	6	250	906	6319	2936	
Other		2.2	7.9	54.9	25.5	
9.5 1.9						
828 12116	7	447	1273	6113	3454	
WG 1-5		3.7	10.5	50.5	28.5	
6.8 2.0						
2464 29062	8	727	3703	11523	10644	
WG 6-9		2.5	12.7	39.7	36.6	
8.5 4.9						
4510 57816	9	1409	6091	23986	21821	
WG 10-15		2.4	10.5	41.5	37.7	
7.8 9.7						
2191 23381	10	581	2775	9627	8205	
WS/WL 1-19		2.5	11.9	41.2	35.1	
9.4 3.9						
6592 97159	11	1558	6415	55327	27267	
NSPS Pay Bands T		1.6	6.6	56.9	28.1	
6.8 16.3						
2214 29397	12	387	1743	15881	9172	
Demo/APS Status		1.3	5.9	54.0	31.2	
7.5 4.9						
315 2584	13	55	172	1342	701	
Other Remaining		2.1	6.7	51.9	27.1	
12.2 .4						
345	14		107	175	63	
Non-categorized P			31.0	50.8	18.1	
.1						
43060	Column	11416	47386	306398	186374	
594633	Total	1.9	8.0	51.5	31.3	
7.2	100.0					

Number of Missing Observations: 64625

XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q48
Leadership insists supervisor think safe

Strongly Disagree	Count	Strongly Agree	No	Disagree
5 Total				
XPAYGRP				
347 20339	1	2364	9081	7805
GS 1-4		11.6	44.6	38.4
1.7 3.4				
635 87567	2	9697	38423	36728
GS 5-8		11.1	43.9	41.9
.7 14.7				
2165 166219	3	17360	73502	67976
GS-9-12		10.4	44.2	40.9
1.3 27.9				
127 56515	4	5386	24893	23977
GS/GM 13-15		9.5	44.0	42.4
.2 9.5				
5 789	5	120	343	296
SES		15.2	43.5	37.5
.7 .1				
62 11304	6	1331	5919	3368
Other		11.8	52.4	29.8
.6 1.9				
255 12231	7	1907	5365	4456
WG 1-5		15.6	43.9	36.4
2.1 2.1				
551 29436	8	4128	15368	8061
WG 6-9		14.0	52.2	27.4
1.9 4.9				
972 58234	9	5844	28825	19651
WG 10-15		10.0	49.5	33.7
1.7 9.8				
173 23467	10	4027	14566	4209
WS/WL 1-19		17.2	62.1	17.9
.7 3.9				
601 97692	11	10446	41855	41896
NSPS Pay Bands T		10.7	42.8	42.9
.6 16.4				
95 29641	12	2696	12587	13154
Demo/APS Status		9.1	42.5	44.4
.3 5.0				
2641	13	445	1485	711
Other Remaining		16.9	56.2	26.9
.4				
345	14		108	175
Non-categorized P			31.2	50.8
.1				
5988	Column	65750	272319	232463
596418	Total	11.0	45.7	39.0
1.0	100.0			

Number of Missing Observations: 62840

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XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q49 Leadership sets goals-hold all accountab						
Strongly Disagree	Count Row Pct Row	Strongly Agree	Agree	No Opinion	Disagree	
5	Total	1	2	3	4	
XPAYGRP						
479	19598	1549	7889	8371	1309	
GS 1-4		7.9	40.3	42.7	6.7	
2.4	3.3					
1727	87164	8278	29904	42422	4833	
GS 5-8		9.5	34.3	48.7	5.5	
2.0	14.7					
2821	165825	11942	55767	83199	12096	
GS-9-12		7.2	33.6	50.2	7.3	
1.7	27.9					
307	56406	3035	16976	31604	4484	
GS/GM 13-15		5.4	30.1	56.0	7.9	
.5	9.5					
5	785	91	252	350	87	
SES		11.6	32.1	44.6	11.0	
.7	.1					
98	11555	1512	4723	4853	369	
Other		13.1	40.9	42.0	3.2	
.8	1.9					
337	12136	1255	4229	5402	912	
WG 1-5		10.3	34.8	44.5	7.5	
2.8	2.0					
797	28802	2934	12826	9972	2274	
WG 6-9		10.2	44.5	34.6	7.9	
2.8	4.9					
1410	57919	3813	22312	23816	6569	
WG 10-15		6.6	38.5	41.1	11.3	
2.4	9.8					
411	23427	2979	10713	7850	1474	
WS/WL 1-19		12.7	45.7	33.5	6.3	
1.8	3.9					
1234	97343	7622	30439	51657	6391	
NSPS Pay Bands T		7.8	31.3	53.1	6.6	
1.3	16.4					
266	29383	1647	8300	16667	2504	
Demo/APS Status		5.6	28.2	56.7	8.5	
.9	5.0					
13	2641	304	1192	1015	131	
Other Remaining		11.5	45.1	38.4	4.9	
.4						
14	345		108	175	62	
Non-categoried P			31.2	50.8	18.0	
.1						
9891	593332	46961	205630	287354	43496	

1.7	100.0	Total	7.9	34.7	48.4	7.3
Number of Missing Observations: 65927						
XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q50 Personnel rarely dev. safety requirement						
Strongly Disagree	Count Row Pct Row	Strongly Agree	Agree	No Opinion	Disagree	
5	Total	1	2	3	4	
XPAYGRP						
1479	20101	993	2670	10383	4576	
GS 1-4		4.9	13.3	51.7	22.8	
7.4	3.4					
4712	87219	2301	13126	45325	21755	
GS 5-8		2.6	15.0	52.0	24.9	
5.4	14.7					
7766	165927	3619	21849	87926	44768	
GS-9-12		2.2	13.2	53.0	27.0	
4.7	27.9					
2449	56354	582	6829	30018	16477	
GS/GM 13-15		1.0	12.1	53.3	29.2	
4.3	9.5					
60	778	12	90	367	249	
SES		1.6	11.6	47.2	31.9	
7.7	.1					
729	11450	312	2001	5138	3270	
Other		2.7	17.5	44.9	28.6	
6.4	1.9					
689	12231	1201	2079	5538	2724	
WG 1-5		9.8	17.0	45.3	22.3	
5.6	2.1					
2228	29163	1337	6516	9894	9189	
WG 6-9		4.6	22.3	33.9	31.5	
7.6	4.9					
2301	57998	2622	12473	22903	17699	
WG 10-15		4.5	21.5	39.5	30.5	
4.0	9.8					
1953	23424	652	3402	7207	10210	
WS/WL 1-19		2.8	14.5	30.8	43.6	
8.3	3.9					
4977	97531	2004	12554	53463	24532	
NSPS Pay Bands T		2.1	12.9	54.8	25.2	
5.1	16.4					
1128	29639	323	4340	15281	8567	
Demo/APS Status		1.1	14.6	51.6	28.9	
3.8	5.0					
257	2641	55	442	820	1068	
Other Remaining		2.1	16.7	31.0	40.4	
9.7	.4					
14	345		107	161	77	
Non-categoried P			31.0	46.8	22.2	
.1						

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-----+-----+-----+-----+-----+-----
      Column  16012   88480   294425   165159
30727  594802
      Total    2.7    14.9    49.5    27.8
5.2    100.0

Number of Missing Observations:  64456
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Appendix G – Response Distributions by Work Location

Q1 Personnel identify hazards by WORKLOC.Work Location

Clinic/ Hospital	Count Other Col Pct	Office Row	Shop	Mainte- nance	Outdoors /Field	Flight- line	Ship
7 Q1	8 Total	1	2	3	4	5	6
<hr/>							
3751	9324	1 53200	11197	7516	4318	1750	1613
<hr/>							
Strongly agree		13.4	20.1	19.2	20.5	11.3	22.0
18.9	19.8	15.4	<hr/>				
<hr/>							
11583	24527	2 222455	31793	24471	12398	10034	4320
<hr/>							
Agree		55.9	57.0	62.4	58.9	64.6	59.0
58.4	52.1	56.6	<hr/>				
<hr/>							
3228	8755	3 90716	9041	4798	2937	2515	965
<hr/>							
No opinion		22.8	16.2	12.2	14.0	16.2	13.2
16.3	18.6	20.4	<hr/>				
<hr/>							
1168	3787	4 27701	3425	1915	1055	1013	277
<hr/>							
Disagree		7.0	6.1	4.9	5.0	6.5	3.8
5.9	8.1	6.7	<hr/>				
<hr/>							
86	643	5 3537	338	524	335	229	144
<hr/>							
Strongly disagree		.9	.6	1.3	1.6	1.5	2.0
.4	1.4	1.0	<hr/>				
<hr/>							
Column		397609	55793	39224	21043	15541	7320
19817	47037	603382	<hr/>				
Total		65.9	9.2	6.5	3.5	2.6	1.2
3.3	7.8	100.0	<hr/>				

Number of Missing Observations: 55876

Q2 Frequent contact between personnel and l by WORKLOC.Work Location

Clinic/ Hospital	Count Other Col Pct	Office Row	Shop	Mainte- nance	Outdoors /Field	Flight- line	Ship	
7	8	Total	1	2	3	4	5	6
Q2								
		1	40979	6441	4794	2737	1490	555
2499	5893	65388						
Strongly agree		10.3	11.5	12.3	13.1	9.6	7.6	
12.3	12.5	10.8						
		2	198930	25709	19412	10302	7762	4056
10169	22133	298473						
Agree		50.2	45.9	49.8	49.4	50.0	55.4	
49.9	47.0	49.5						
		3	104539	14759	8663	4015	3487	1870
4004	10826	152163						
No opinion		26.4	26.4	22.2	19.3	22.5	25.6	
19.7	23.0	25.2						
		4	43444	6974	4535	3050	2460	690
2721	6132	70007						
Disagree		11.0	12.5	11.6	14.6	15.8	9.4	
13.4	13.0	11.6						
		5	8729	2082	1564	747	325	147
966	2067	16627						
Strongly disagree		2.2	3.7	4.0	3.6	2.1	2.0	
4.7	4.4	2.8						
	Column	396621	55964	38968	20851	15524	7320	
20360	47051	602658						
Total		65.8	9.3	6.5	3.5	2.6	1.2	
3.4	7.8	100.0						

Number of Missing Observations: 56601

Q3 Safety takes a back seat to production by WORKLOC.Work Location

Clinic/ Hospital	Count Other Col Pct	Office Row	Shop	Mainte- nance	Outdoors /Field	Flight- line	Ship	
7 Q3	8	Total	1	2	3	4	5	6
1046	2546	1 21147	9696	3295	2074	1504	604	383
Strongly agree		2.4	5.9	5.3	7.2	3.9	5.3	
5.2	5.5	3.5						
2465	5895	2 65449	40063	6943	3867	3258	2364	595
Agree		10.1	12.5	9.9	15.6	15.2	8.2	
12.3	12.7	10.9						
4321	10109	3 139216	97129	11383	7843	4032	2960	1439
No opinion		24.5	20.4	20.2	19.3	19.0	19.9	
21.6	21.7	23.1						
9354	20064	4 281321	192009	23737	18101	8018	6749	3289
Disagree		48.4	42.6	46.5	38.5	43.3	45.4	
46.7	43.1	46.8						
2841	7927	5 94274	57641	10373	7007	4033	2917	1534
Strongly disagree		14.5	18.6	18.0	19.3	18.7	21.2	
14.2	17.0	15.7						
20027	46540	Column 601406	396538	55731	38892	20844	15594	7239
3.3	7.7	Total 100.0	65.9	9.3	6.5	3.5	2.6	1.2

Number of Missing Observations: 57852

Q4 Personnel revise safety & health practic by WORKLOC.Work Location

Clinic/ Hospital	Count Other Col Pct	Office Row	Shop	Mainte- nance	Outdoors /Field	Flight- line	Ship
7 8 Total		1	2	3	4	5	6
Q4							
	1 20097	4669	3514	1826	836	568	
1625 3491	36625	5.1	8.4	9.0	8.8	5.4	7.8
Strongly agree	6.1						
8.1 7.4							
	2 135219	24115	18007	8312	6727	3513	
8079 17773	221744	34.2	43.4	46.3	40.2	43.8	48.4
Agree	36.9						
40.2 37.9							
	3 174812	16666	11252	6675	4899	2080	
7323 16868	240576	44.2	30.0	29.0	32.3	31.9	28.6
No opinion	40.1						
36.4 36.0							
	4 58294	8797	5083	3131	2332	863	
2484 7040	88025	14.7	15.8	13.1	15.1	15.2	11.9
Disagree	14.7						
12.4 15.0							
	5 6969	1329	999	733	566	237	
600 1741	13174	1.8	2.4	2.6	3.5	3.7	3.3
Strongly disagree	2.2						
3.0 3.7							
	Column	395392	55575	38854	20677	15360	7262
20113	46912	600145					

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3.4 7.8 Total 65.9 9.3 6.5 3.4 2.6 1.2
100.0

Number of Missing Observations: 59113

Q5 Supervisor maintain high safety standard by WORKLOC.Work Location

Clinic/ Hospital	Count Other Col	Pct Pet	Office Row	Shop	Mainte- nance	Outdoors /Field	Flight- line	Ship
7	8	Total	1	2	3	4	5	6
Q5								
		1	54785	10670	7412	4297	2821	1074
3638	8679	93375						
Strongly agree			13.8	19.2	18.9	20.5	18.3	14.7
18.1	18.6	15.5						
		2	186976	25642	20062	8847	7265	4047
10053	20211	283103						
Agree			47.2	46.0	51.2	42.2	47.0	55.6
50.1	43.3	47.1						
		3	135267	14837	8955	5805	4238	1586
5446	14413	190546						
No opinion			34.2	26.6	22.8	27.7	27.4	21.8
27.2	30.8	31.7						
		4	15023	3196	1800	1647	824	569
480	2072	25611						
Disagree			3.8	5.7	4.6	7.8	5.3	7.8
2.4	4.4	4.3						
		5	3832	1352	978	384	312	8
442	1351	8658						
Strongly disagree			1.0	2.4	2.5	1.8	2.0	.1
2.2	2.9	1.4						
Column	395883	55698	39207	20979	15460	7283		
20059	46726	601294						
Total	65.8	9.3	6.5	3.5	2.6	1.2		
3.3	7.8	100.0						

Number of Missing Observations: 57965

Q6 Inspections made at regular intervals by WORKLOC.Work Location

Clinic/ Hospital	Count Other Col	Pct Row	Office	Shop	Mainte- nance	Outdoors /Field	Flight- line	Ship
7	8	Total	1	2	3	4	5	6
Q6								
		1	37164	6753	4881	2712	1688	614
2799	6940	63551						
Strongly agree			9.4	12.1	12.6	13.0	11.0	8.4
13.9	14.6	10.6						
		2	172895	30493	20393	8931	8023	3185
11752	20237	275910						
Agree			43.8	54.5	52.6	42.7	52.1	43.5
58.2	42.6	45.9						
		3	150308	14153	9875	6555	4535	2464
4828	14894	207611						
No opinion			38.1	25.3	25.5	31.3	29.4	33.7
23.9	31.3	34.6						
		4	28740	3230	2524	2268	988	788
691	4161	43391						
Disagree			7.3	5.8	6.5	10.8	6.4	10.8
3.4	8.8	7.2						
		5	5614	1270	1064	458	171	265
116	1283	10241						
Strongly disagree			1.4	2.3	2.7	2.2	1.1	3.6
.6	2.7	1.7						
		Column	394720	55900	38737	20924	15406	7316
20186	47515	600704						
Total			65.7	9.3	6.4	3.5	2.6	1.2
3.4	7.9	100.0						

Number of Missing Observations: 58555

Q7 Leadership safety views seldom communit by WORKLOC.Work Location

Clinic/ Hospital	Count Other Col Pct	Office Row	Shop	Mainte- nance	Outdoors /Field	Flight- line	Ship	
7	8	Total	1	2	3	4	5	6
Q7								
		1	15223	2729	1724	1295	595	4
1394	2140	25105						
Strongly agree			3.8	4.9	4.4	6.2	3.8	.1
7.0	4.6	4.2						
		2	77744	12328	8220	5345	3308	916
3992	10886	122740						
Agree			19.6	22.2	21.1	25.6	21.3	12.5
20.1	23.5	20.4						
		3	125868	15109	10816	6012	4186	2297
4915	15006	184209						
No opinion			31.8	27.2	27.8	28.7	27.0	31.4
24.7	32.4	30.7						
		4	145992	20363	14694	6394	5782	3319
7966	15563	220072						
Disagree			36.9	36.6	37.8	30.6	37.3	45.3
40.0	33.6	36.7						
		5	30941	5079	3418	1871	1648	783
1625	2792	48158						
Strongly disagree			7.8	9.1	8.8	8.9	10.6	10.7
8.2	6.0	8.0						
	Column	395769	55609	38871	20917	15519	7320	
19893	46386	600283						
	Total	65.9	9.3	6.5	3.5	2.6	1.2	
3.3	7.7	100.0						

Number of Missing Observations: 58976

Q8 Safety meetings held less often than nec by WORKLOC.Work Location

Clinic/ Hospital	Count Other Col Pct	Office Row	Shop	Mainte- nance	Outdoors /Field	Flight- line	Ship	
7	8	Total	1	2	3	4	5	6
Q8								
		1	11976	3132	1870	1458	882	49
903	2383	22653	3.0	5.6	4.9	7.0	5.7	.7
Strongly agree								
4.5	5.0	3.8						
		2	69527	12014	8162	5021	3545	1402
3368	10470	113508						
Agree			17.6	21.6	21.2	24.1	23.0	19.2
16.7	22.1	18.9						
		3	174616	17105	10741	5726	5227	1811
8151	19984	243360						
No opinion			44.2	30.7	27.9	27.4	34.0	24.7
40.3	42.1	40.5						
		4	114980	19342	14671	6933	4317	3067
6725	11751	181787						
Disagree			29.1	34.7	38.1	33.2	28.1	41.9
33.3	24.8	30.3						
		5	23959	4072	3109	1724	1420	991
1074	2832	39181						
Strongly disagree			6.1	7.3	8.1	8.3	9.2	13.5
5.3	6.0	6.5						
		Column	395057	55665	38553	20863	15392	7320
20221	47420	600490						
		Total	65.8	9.3	6.4	3.5	2.6	1.2
3.4	7.9	100.0						

Number of Missing Observations: 58769

Q9 Good teamwork exists within unit by WORKLOC.Work Location

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Clinic/ Hospital	Count Other Col Pct	Office Row	Shop	Mainte- nance	Outdoors /Field	Flight- line	Ship	
7	8	Total	1	2	3	4	5	6
Q9								
		1	53859	7734	5137	3238	1818	666
2963	6906	82321						
Strongly agree		13.7	14.0	13.2	15.5	11.8	9.1	
14.8	14.7	13.7						
		2	219138	26920	19227	9493	7429	4567
9727	22426	318926						
Agree		55.6	48.7	49.5	45.5	48.2	62.4	
48.7	47.6	53.2						
		3	87207	12050	9071	4414	3422	1524
4345	11235	133268						
No opinion		22.1	21.8	23.3	21.2	22.2	20.8	
21.8	23.9	22.2						
		4	26564	6795	3924	2669	1793	484
2066	4324	48619						
Disagree		6.7	12.3	10.1	12.8	11.6	6.6	
10.3	9.2	8.1						
		5	7434	1819	1498	1039	963	78
870	2190	15891						
Strongly disagree		1.9	3.3	3.9	5.0	6.2	1.1	
4.4	4.7	2.7						
	Column	394201	55318	38856	20854	15424	7320	
19971	47080	599025						
Total		65.8	9.2	6.5	3.5	2.6	1.2	
3.3	7.9	100.0						

Number of Missing Observations: 60234

Q10 Leadership shows that it cares about saf by WORKLOC.Work Location

Clinic/ Hospital	Count Other Col Pct	Office Row	Shop	Mainte- nance	Outdoors /Field	Flight- line	Ship	
7	8	Total	1	2	3	4	5	6
Q10								
		1	55812	8466	5470	3583	2137	911
2651	7645	86675						
Strongly agree		14.2	15.2	14.2	17.3	13.8	12.5	
13.2	16.4	14.5						
		2	203859	27223	19899	9361	7123	3572
11208	21503	303747						
Agree		51.8	48.9	51.6	45.3	46.2	48.8	
55.8	46.1	50.8						
		3	109432	12881	8886	4843	4375	2079
5178	12789	160462						
No opinion		27.8	23.1	23.1	23.4	28.3	28.4	
25.8	27.4	26.8						
		4	19044	4919	2853	1931	1050	427
775	3072	34069						
Disagree		4.8	8.8	7.4	9.3	6.8	5.8	
3.9	6.6	5.7						
		5	5178	2162	1429	942	749	327
256	1638	12680						
Strongly disagree		1.3	3.9	3.7	4.6	4.9	4.5	
1.3	3.5	2.1						
	Column	393324	55650	38537	20659	15434	7316	
20067	46646	597633						
Total		65.8	9.3	6.4	3.5	2.6	1.2	
3.4	7.8	100.0						

Number of Missing Observations: 61626

Q11 My actions can protect other personnel by WORKLOC.Work Location

Clinic/ Hospital	Count Other Col Pct	Office Row	Shop	Mainte- nance	Outdoors /Field	Flight- line	Ship
---------------------	---------------------------	---------------	------	------------------	--------------------	-----------------	------

7	8	Total	1	2	3	4	5	6
Q11								
	1	64771	14410	9880	6849	3657	1951	
4580	11995	118092						
Strongly agree		16.4	25.9	25.4	32.5	23.6	26.7	
23.0	25.5	19.7						
	2	246926	34754	23963	12066	9937	4378	
11574	28183	371782						
Agree		62.5	62.4	61.6	57.2	64.0	59.8	
58.2	59.9	61.9						
	3	75364	5909	4288	1904	1530	894	
3721	5896	99507						
No opinion		19.1	10.6	11.0	9.0	9.9	12.2	
18.7	12.5	16.6						
	4	6221	490	627	135	284	96	
26	692	8571						
Disagree		1.6	.9	1.6	.6	1.8	1.3	
.1	1.5	1.4						
	5	1702	142	125	127	111		
	290	2497						
Strongly disagree		.4	.3	.3	.6	.7		
	.6	.4						
	Column	394983	55705	38882	21082	15519	7320	
19901	47057	600448						
Total		65.8	9.3	6.5	3.5	2.6	1.2	
3.3	7.8	100.0						

Number of Missing Observations: 58811

Q12 My supervisors behavior is unsafe by WORKLOC.Work Location

Clinic/ Hospital	Count Other Col Pct	Office Row	Shop	Mainte- nance	Outdoors /Field	Flight- line	Ship	
7 Q12	8	Total	1	2	3	4	5	6
<hr/>								
565	804	10439	5091	1964	1109	662	244	
Strongly agree			1.3	3.5	2.9	3.2	1.6	
2.8	1.7	1.7	<hr/>					
<hr/>								
1671	3007	2	17735	4739	3210	1795	1744	339
Agree			4.5	8.5	8.2	8.6	11.3	4.7
8.2	6.3	5.7	<hr/>					
<hr/>								
4127	10680	3	74917	11191	8614	5414	3388	1769
No opinion			18.9	20.1	22.1	25.9	21.9	24.3
20.3	22.5	20.0	<hr/>					
<hr/>								
9786	23051	4	210099	26984	19254	9834	6924	3869
Disagree			53.1	48.5	49.5	47.1	44.8	53.2
48.2	48.7	51.5	<hr/>					
<hr/>								
4133	9826	5	87666	10779	6734	3189	3164	1302
Strongly disagree			22.2	19.4	17.3	15.3	20.5	17.9
20.4	20.7	21.1	<hr/>					
<hr/>								
Column		395508	55657	38921	20894	15462	7279	
20282	47368	601372	<hr/>					
Total		65.8	9.3	6.5	3.5	2.6	1.2	
3.4	7.9	100.0	<hr/>					

Number of Missing Observations: 57887

Q13 Des. personnel trained in emergency prac by WORKLOC.Work Location

Clinic/ Hospital	Count Other Col Pct	Office Row	Shop	Mainte- nance	Outdoors /Field	Flight- line	Ship	
7 Q13	8	Total	1	2	3	4	5	6

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3657	6934	1	35063	6169	3954	2807	1474	697
Strongly agree	60756		8.9	11.1	10.2	13.4	9.6	9.7
18.2	14.9	10.1						
10785	19121	2	175073	25678	18469	7985	7690	3219
Agree	268021		44.4	46.1	47.5	38.0	50.0	44.9
53.7	41.0	44.7						
4616	15201	3	149334	17341	11572	6769	4568	2651
No opinion	212053		37.8	31.1	29.7	32.2	29.7	36.9
23.0	32.6	35.4						
895	3668	4	28615	5621	4121	2480	1445	606
Disagree	47451		7.3	10.1	10.6	11.8	9.4	8.4
4.5	7.9	7.9						
136	1716	5	6506	910	793	979	218	3
Strongly disagree	11262		1.6	1.6	2.0	4.7	1.4	.0
.7	3.7	1.9						
20090	394592	Column	55718	38910	21020	15396	7176	
46640	599543							
Total	65.8		9.3	6.5	3.5	2.6	1.2	
3.4	7.8	100.0						

Number of Missing Observations: 59716

Q14 Leadership published a written safety po by WORKLOC.Work Location

Clinic/ Hospital	Count Other Col	Office Pct Row	Shop	Mainte- nance	Outdoors /Field	Flight- line	Ship	
7 Q14	8	Total	1	2	3	4	5	6

2984	5888	1 71452	44438	7471	4426	3238	1972	1035

Strongly agree		11.3	13.4	11.4	15.5	12.9	14.1	
14.7	12.6	11.9	-----					

11382	19859	2 286931	187760	27532	20976	7937	7431	4053
Agree		47.6	49.5	54.0	38.0	48.6	55.4	
56.3	42.5	47.8	-----					

4542	16978	3 192559	131033	15994	9789	7380	4902	1941
No opinion		33.2	28.7	25.2	35.3	32.0	26.5	
22.5	36.3	32.1	-----					

698	3098	4 40225	27380	3582	2720	1904	704	139
Disagree		6.9	6.4	7.0	9.1	4.6	1.9	
3.4	6.6	6.7	-----					

624	886	5 8516	4102	1059	964	440	290	151
Strongly disagree		1.0	1.9	2.5	2.1	1.9	2.1	
3.1	1.9	1.4	-----					

20230	46710	Column 599683	394714	55638	38876	20898	15298	7320
Total		65.8	9.3	6.5	3.5	2.6	1.2	
3.4	7.8	100.0	-----					

Number of Missing Observations: 59575

Q15 Near miss accidents are investigated by WORKLOC.Work Location

Clinic/ Hospital	Count Other	Office Col Pct	Shop Row	Mainte- nance	Outdoors /Field	Flight- line	Ship	
7	8	Total	1	2	3	4	5	6
Q15								
		1	36408	6355	4263	2694	2366	852
3210	3803	59952	9.3	11.5	11.0	12.9	15.3	11.7
Strongly agree								
16.3	8.2	10.1						

8962	15769	2	138201	22368	15795	7275	7024	3332
Agree	218726		35.2	40.3	40.8	34.8	45.4	45.8
45.4	34.1	36.7						
6690	21249	3	196460	20741	14177	7641	4556	2095
No opinion	273609		50.1	37.4	36.7	36.5	29.5	28.8
33.9	45.9	45.9						
735	3677	4	16389	4661	2977	2236	1310	766
Disagree	32752		4.2	8.4	7.7	10.7	8.5	10.5
3.7	7.9	5.5						
138	1764	5	4957	1358	1455	1090	203	234
Strongly disagree	11199		1.3	2.4	3.8	5.2	1.3	3.2
.7	3.8	1.9						
19736	46262	Column	392415	55483	38667	20936	15460	7278
46262	596238							
Total	65.8		9.3	6.5	3.5	2.6	1.2	
3.3	7.8	100.0						

Number of Missing Observations: 63021

Q16 Personnel morale is poor by WORKLOC.Work Location

Clinic/ Hospital	Count Other Col Pct	Office Row	Shop	Mainte- nance	Outdoors /Field	Flight- line	Ship	
7 Q16	8	Total	1	2	3	4	5	6
2620	6392	1	38386	8535	4608	4395	2257	674
Strongly agree	67866	9.7	15.4	11.8	21.0	14.6	9.2	
12.9	13.5	11.3						
6136	11159	2	86811	14346	11089	5742	5336	1229
Agree	141848	22.0	25.8	28.3	27.4	34.4	16.8	
30.2	23.6	23.6						
5663	13579	3	113348	16367	10685	4620	3705	2395
No opinion	170364	28.8	29.5	27.3	22.0	23.9	32.7	
27.9	28.7	28.4						
4880	13849	4	125346	12706	10538	5216	3068	2912
Disagree	178514	31.8	22.9	26.9	24.9	19.8	39.8	
24.1	29.3	29.7						
986	2269	5	30342	3551	2216	999	1141	104
Strongly disagree	41609	7.7	6.4	5.7	4.8	7.4	1.4	
4.9	4.8	6.9						
20286	394232	Column	55503	39136	20973	15507	7315	
47249	600202							
Total	65.7		9.2	6.5	3.5	2.6	1.2	
3.4	7.9	100.0						

Number of Missing Observations: 59057

Q17 Leadership does only what the law requir by WORKLOC.Work Location

Clinic/ Hospital	Count Other Col Pct	Office Row	Shop	Mainte- nance	Outdoors /Field	Flight- line	Ship		
7 Q17	8	Total	1	2	3	4	5	6	
<hr/>									
562	1548	1 21014	11095	2928	1957	1893	838	192	
Strongly agree			2.8	5.3	5.0	9.1	5.4	2.7	
2.9	3.3	3.5	<hr/>						
<hr/>			2	55336	12447	9253	4502	3538	1266
2968	9157	2 98467							

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Agree	15.2	19.7	16.5	14.1	22.5	23.8	21.5	23.0	17.7
3	148499	18330	11660	7013	5150	2196			
No opinion	37.8	33.1	30.0	33.5	33.5	30.6			
Disagree	36.6	37.2	36.4						
4	142975	16772	12993	6240	4552	2605			
Disagree	36.4	30.3	33.4	29.8	29.6	36.3			
5	35069	4917	2994	1266	1319	912			
Strongly disagree	8.9	8.9	7.7	6.1	8.6	12.7			
Column	392974	55393	38857	20914	15396	7172			
Total	65.8	9.3	6.5	3.5	2.6	1.2			
3.3	7.8	100.0							

Number of Missing Observations: 62456

Q18 Understand safety & health regulations by WORKLOC.Work Location

Clinic/ Hospital	Count Other Col	Office Pct	Shop	Mainte- nance	Outdoors /Field	Flight- line	Ship		
7 Q18	8	Total	1	2	3	4	5	6	
-----+									
4546	11625	98366	1	51601	12590	7540	5628	3495	1342
-----+									
22.7	24.7	16.4	Strongly agree	13.1	22.8	19.4	26.8	22.6	18.6
-----+									
12633	28978	385841	2	252834	36548	26804	12698	10409	4936
-----+									
63.2	61.6	64.5	Agree	64.3	66.1	68.9	60.5	67.4	68.4
-----+									
2563	5135	96985	3	75499	5620	3757	2247	1298	868
-----+									
12.8	10.9	16.2	No opinion	19.2	10.2	9.7	10.7	8.4	12.0
-----+									
242	868	13499	4	10994	256	577	356	132	74
-----+									
1.2	1.8	2.3	Disagree	2.8	.5	1.5	1.7	.9	1.0
-----+									
5	466	3374	5	2299	242	206	45	111	
-----+									
.0	1.0	.6	Strongly disagree	.6	.4	.5	.2	.7	
-----+									
19988	47072	598066	Column	393226	55257	38884	20974	15445	7220
-----+									
3.3	7.9	100.0	Total	65.7	9.2	6.5	3.5	2.6	1.2

Number of Missing Observations: 61193

Q19 Supervisors enforce safe job procedures by WORKLOC.Work Location

Clinic/ Hospital	Count Other Col	Pct Pet	Office Row	Shop	Mainte- nance	Outdoors /Field	Flight- line	Ship
7 Q19	8	Total	1	2	3	4	5	6
<hr/>								
3864	8585	1 88089	50837	10397	6681	3590	2922	1214
<hr/>								
Strongly agree			12.9	18.7	17.1	17.2	18.8	16.7
19.6	18.4	14.7	<hr/>					
<hr/>								
11371	23047	2 322328	210998	29824	22733	11323	8801	4231
<hr/>								
Agree			53.6	53.6	58.3	54.2	56.7	58.1
57.8	49.3	53.9	<hr/>					
<hr/>								

3	118002	12552	7784	4522	3274	1541			
No opinion	30.0	22.6	20.0	21.6	21.1	21.2			
Disagree	20.1	27.5	27.5						
4	10692	2214	1494	1322	401	290			
Disagree	2.7	4.0	3.8	6.3	2.6	4.0			
5	2920	652	298	139	111	3			
Strongly disagree	.7	1.2	.8	.7	.7	.0			
Column	393449	55640	38990	20896	15508	7278			
Total	65.8	9.3	6.5	3.5	2.6	1.2			
3.3	7.8	100.0							

Number of Missing Observations: 61056

Q20 Precautions used for hazardous mat. by WORKLOC.Work Location

Clinic/ Hospital	Count Other Col	Office Pct	Shop	Mainte- nance	Outdoors /Field	Flight- line	Ship	
		Row	1	2	3	4	5	6
7 Q20	8	Total						
3846	8212	1 85308	48835	10481	6489	3841	2678	925
Strongly agree			12.4	18.9	16.7	18.4	17.3	12.7
19.5	17.5	14.3						
11822	22467	2 276292	162270	31518	23604	11082	8921	4608
Agree			41.4	56.7	60.8	53.1	57.7	63.0
59.8	48.0	46.3						
4020	14221	3 222773	175559	11680	7107	5121	3422	1642
No opinion			44.8	21.0	18.3	24.5	22.1	22.5
20.3	30.4	37.3						
64	1416	4 9011	3632	1536	1155	753	322	132
Disagree			.9	2.8	3.0	3.6	2.1	1.8
.3	3.0	1.5						
5	517	5 3554	1964	383	497	73	111	3
Strongly disagree			.5	.7	1.3	.4	.7	.0
.0	1.1	.6						
	Column	392261	55598	38851	20871	15454	7311	
19758	46833	596937						
	Total	65.7	9.3	6.5	3.5	2.6	1.2	
3.3	7.8	100.0						

Number of Missing Observations: 62322

Q21 Adequate personnel to manage safety prog by WORKLOC.Work Location

Clinic/ Hospital	Count Other Col	Office Pct	Shop	Mainte- nance	Outdoors /Field	Flight- line	Ship		
		Row	1	2	3	4	5	6	
7 Q21	8	Total							
2543	5197	59480	1	36503	5982	4181	2624	1523	928
Strongly agree			9.3	10.7	10.8	12.4	10.0	12.7	
12.8	11.1	9.9							
9589	20847	277114	2	177613	28287	20441	9211	8008	3119
Agree			45.1	50.8	52.7	43.7	52.5	42.6	
48.2	44.7	46.3							
6554	15820	218196	3	156734	15549	10587	6239	4644	2069
No opinion			39.8	27.9	27.3	29.6	30.4	28.3	
32.9	33.9	36.5							

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Number of Missing Observations: 61021

Q22 Award program does not promote safety by WORKLOC.Work Location

Clinic/ Hospital	Count Other Col	Office Pct Row	Shop	Mainte- nance	Outdoors /Field	Flight- line	Ship		
								1	2
7 Q22	8	Total							
			1	10960	3449	2041	1408	811	229
714	2458	22069	2.8	6.2	5.3	6.7	5.3	3.1	
Strongly agree									
3.6	5.2	3.7							
			2	55250	11113	8285	4249	3645	1614
2777	7785	94720	14.1	20.0	21.4	20.3	23.6	22.2	
Agree									
13.8	16.6	15.8							
			3	221663	25258	16509	9640	7288	3132
11479	22752	317721	56.4	45.4	42.6	46.1	47.3	43.0	
No opinion									
57.1	48.6	53.1							
			4	88392	13241	9711	4609	2665	1952
4366	11486	136423	22.5	23.8	25.1	22.0	17.3	26.8	
Disagree									
21.7	24.5	22.8							
			5	16910	2587	2184	1017	1013	355
755	2363	27184	4.3	4.6	5.6	4.9	6.6	4.9	
Strongly disagree									
3.8	5.0	4.5							
			Column	393176	55648	38731	20922	15422	7283
20091	46844	598117	65.7	9.3	6.5	3.5	2.6	1.2	
Total									
3.4	7.8	100.0							

Number of Missing Observations: 61142

Q23 Performance standards higher than safety by WORKLOC.Work Location

Clinic/ Hospital	Other	Count	Office	Shop	Mainte-	Outdoors	Flight-	Ship
		Col	Pct		nance	/Field	line	
			Row					
7	8	Total	1	2	3	4	5	6
Q23								
		1	10366	1984	1530	1184	349	329
1311	1702	18756						
Strongly agree		2.6	3.6	3.9	5.6	2.3	4.5	
6.6	3.7	3.1						
		2	67246	11121	7387	4552	1923	1036
2920	9329	105514						
Agree		17.1	20.0	19.0	21.7	12.6	14.1	
14.8	20.0	17.7						
		3	215730	25742	16905	9220	8615	3708
9771	21616	311308						
No opinion		54.9	46.4	43.4	44.0	56.4	50.7	
49.4	46.4	52.1						
		4	83971	14153	11147	4896	3606	1860
5081	12461	137174						

Disagree	21.4	25.5	28.6	23.3	23.6	25.4
25.7 26.7 23.0						
5	15438	2504	1968	1120	794	387
685 1517 24413						
Strongly disagree	3.9	4.5	5.1	5.3	5.2	5.3
3.5 3.3 4.1						
Column	392750	55505	38937	20973	15288	7320
19768	46625	597166				
Total	65.8	9.3	6.5	3.5	2.6	1.2
3.3	7.8	100.0				

Number of Missing Observations: 62093

024 Super. understand job safety problems by WORKLOC.Work Location

Clinic/ Hospital	Other Col	Count	Office	Shop	Mainte-	Outdoors	Flight-	Ship
		Pct			nance	/Field	line	
		Row						
7	8	Total	1	2	3	4	5	6
Q24								
		1	33452	8117	4417	3572	2488	741
2498	4554	59838	8.5	14.6	11.4	17.1	16.2	10.2
Strongly agree	9.7	10.0						
12.4								
		2	171722	29919	22079	10374	8627	4703
10340	22672	280435	43.8	54.0	56.9	49.6	56.0	64.6
Agree		47.0						
51.3	48.4							
		3	173457	14081	9266	4992	3362	1507
6452	16260	229376	44.2	25.4	23.9	23.9	21.8	20.7
No opinion		38.4						
32.0	34.7							
		4	11221	2631	2370	1501	767	100
815	2696	22100	2.9	4.7	6.1	7.2	5.0	1.4
Disagree		3.7						
4.0	5.8							
		5	2463	685	659	473	152	232
69	692	5424	.6	1.2	1.7	2.3	1.0	3.2
Strongly disagree		.9						
.3	1.5							
		Column	392315	55431	38790	20912	15395	7283
20174	46873	597173	65.7	9.3	6.5	3.5	2.6	1.2
Total								
3.4	7.8	100.0						

Number of Missing Observations: 62085

Q25 Personnel follow lock./tagout procedures by WORKLOC.Work Location

Clinic/ Hospital	Count Other	Office	Shop	Mainte-	Outdoors	Flight-	Ship	
		Col Pct	Row	nance	/Field	line		
7	8	Total	1	2	3	4	5	6
Q25								
1152	4627	56571	7.2	16.8	16.2	17.1	12.2	26.5
Strongly agree								
5.8	10.1	9.5						
4159	15357	180739	25.3	45.1	49.4	36.8	51.3	43.2
Agree								
21.1	33.6	30.5						
13174	22326	313933	60.7	30.2	26.6	37.6	31.4	28.9
No opinion								
66.7	48.8	53.0						
1070	2326	31370	5.3	5.9	5.3	6.1	4.0	1.4
Disagree								
5.4	5.1	5.3						

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188	1068	5	5747	1137	1001	504	156	3
Strongly disagree	1.5	2.1	2.6	2.4	1.0	.0		
1.0	2.3	1.7						

Column	389693	55233	38657	20828	15280	7279		
19743	45704	592416						
Total	65.8	9.3	6.5	3.5	2.6	1.2		
3.3	7.7	100.0						

Number of Missing Observations: 66842

Q26 Safety training is part of orientation by WORKLOC.Work Location

Clinic/	Count	Office	Shop	Mainte-	Outdoors	Flight-	Ship	
Hospital	Other	Col Pct	Row	nance	/Field	line		
7	8	Total	1	2	3	4	5	6
Q26								

4880	7763	1	48155	10814	7803	4292	2802	1772
Strongly agree			12.3	19.5	20.0	20.6	18.2	24.6
24.3	16.6	14.8						

11892	22042	2	166813	30401	22366	9014	8841	3793
Agree			42.7	54.9	57.3	43.2	57.5	52.6
59.2	47.1	46.2						

2172	12296	3	143085	11240	6458	5590	2964	1586
No opinion			36.6	20.3	16.5	26.8	19.3	22.0
10.8	26.3	31.1						

1091	3648	4	28493	2292	1566	1505	610	56
Disagree			7.3	4.1	4.0	7.2	4.0	.8
5.4	7.8	6.6						

64	1073	5	4277	629	839	461	170	8
Strongly disagree			1.1	1.1	2.2	2.2	1.1	.1
.3	2.3	1.3						

Column	390824		55376	39033	20861	15387	7216	
20099	46822	595617						
Total	65.6		9.3	6.6	3.5	2.6	1.2	
3.4	7.9	100.0						

Number of Missing Observations: 63642

Q27 Leadership is sincere about personnel sa by WORKLOC.Work Location

Clinic/ Hospital	Count Other Col	Pct Pet	Office Row	Shop	Mainte- nance	Outdoors /Field	Flight- line	Ship
7 Q27	8	Total	1	2	3	4	5	6

4540	7693	93325	1	57445	9836	6304	3623	2600
Strongly agree			14.7	17.7	16.3	17.4	17.2	17.7
22.7	16.5	15.7	-----					

11253	24619	328889	2	219929	29919	21688	9379	8072
Agree			56.3	53.8	55.9	45.2	53.4	55.5
56.4	52.8	55.3	-----					

3721	10927	144339	3	99964	11652	7611	5928	3392
No opinion			25.6	21.0	19.6	28.5	22.4	15.8
18.6	23.4	24.3	-----					

368	2443	21883	4	11019	3077	2387	1245	810
Disagree			2.8	5.5	6.2	6.0	5.4	7.4
1.8	5.2	3.7	-----					

76	931	6309	5	2320	1080	798	592	243
Strongly disagree			.6	1.9	2.1	2.8	1.6	3.7
.4	2.0	1.1	-----					

Column	390676	55564	38788	20768	15116	7262
19957	46613	594745				
Total	65.7	9.3	6.5	3.5	2.5	1.2
3.4	7.8	100.0				

Number of Missing Observations: 64514

Q28 Supervisors seldom act on worker sugg. by WORKLOC.Work Location

Clinic/	Count	Office	Shop	Mainte-	Outdoors	Flight-	Ship	
Hospital	Other	Col Pct	Row	nance	/Field	line		
7	8	Total	1	2	3	4	5	6
Q28								
		1	5274	2053	921	371	208	159
510	1403	10898	1.3	3.7	2.4	1.8	1.4	2.2
Strongly agree	2.5	3.0	1.8					
1726	4159	2	23175	6536	4496	2124	1668	467
Agree	8.6	8.9	5.9	11.7	11.5	10.1	10.9	6.4
8.6	8.9	7.4						
6400	19053	3	169491	19018	12901	7933	6102	2203
No opinion	32.0	40.6	43.3	34.2	33.0	37.9	39.8	30.2
32.0	40.6	40.8						
9400	18547	4	155645	22490	17292	8766	5965	3843
Disagree	47.0	39.6	39.8	40.4	44.2	41.9	38.9	52.8
47.0	39.6	40.6						
1981	3724	5	37755	5561	3494	1745	1396	612
Strongly disagree	9.9	7.9	9.6	10.0	8.9	8.3	9.1	8.4
9.9	7.9	9.4						
Column	391339	55658	39103	20938	15340	7283		
20016	46887	596565						
Total	65.6	9.3	6.6	3.5	2.6	1.2		
3.4	7.9	100.0						

Number of Missing Observations: 62693

Q29 Emergency procedures rarely tested by WORKLOC.Work Location

Clinic/	Count	Office	Shop	Mainte-	Outdoors	Flight-	Ship	
Hospital	Other	Col	Pct	nance	/Field	line		
7	8	Total	1	2	3	4	5	6
Q29								
695	1823	1	8994	2143	1663	1026	287	
Strongly agree		16631	2.3	3.9	4.3	4.9	1.9	
3.5	3.9	2.8						
1864	4854	2	40529	9874	7273	3430	2077	500
Agree		70402	10.4	17.8	18.7	16.4	13.6	6.8
9.4	10.4	11.8						
4021	15948	3	142393	18903	12388	7528	5993	2287
No opinion		209460	36.4	34.1	31.9	35.9	39.2	31.2
20.3	34.3	35.2						
10815	17239	4	161096	19918	14322	7434	5286	3439
Disagree		239551	41.2	35.9	36.9	35.5	34.6	47.0
54.7	37.1	40.2						
2382	6643	5	38214	4630	3187	1527	1630	1094
Strongly disagree		59306	9.8	8.3	8.2	7.3	10.7	14.9
12.0	14.3	10.0						
Column	391227	55468	38833	20945	15274	7320		
19778	46508	595351						

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3.3 7.8 Total 65.7 9.3 6.5 3.5 2.6 1.2
100.0

Number of Missing Observations: 63908

Q30 Safety officer improves safety by WORKLOC.Work Location

Clinic/ Hospital	Count Other Col Pct	Office Row	Shop	Mainte- nance	Outdoors /Field	Flight- line	Ship	
7 Q30	8	Total	1	2	3	4	5	6
-----+		1	29378	3654	2849	1941	938	343
2802	3684	45590						
Strongly agree		7.6	6.6	7.4	9.4	6.1	4.7	
14.5	7.9	7.7						
-----+		2	137309	21641	13614	6807	5388	2867
8180	16745	212550						
Agree		35.4	39.2	35.6	32.8	35.1	39.4	
42.4	35.9	36.0						
-----+		3	199577	25579	17545	9254	7648	3199
6944	22113	291860						
No opinion		51.4	46.3	45.9	44.6	49.9	43.9	
36.0	47.4	49.4						
-----+		4	17906	3389	3299	2085	1023	469
1223	2887	32282						
Disagree		4.6	6.1	8.6	10.1	6.7	6.4	
6.3	6.2	5.5						
-----+		5	4188	1006	957	651	339	400
149	1191	8882						
Strongly disagree		1.1	1.8	2.5	3.1	2.2	5.5	
.8	2.6	1.5						
-----+		Column	388359	55269	38264	20739	15335	7279
19299	46619	591164						
Total		65.7	9.3	6.5	3.5	2.6	1.2	
3.3	7.9	100.0						

Number of Missing Observations: 68095

Q31 Leadership sets fine safety example by WORKLOC.Work Location

Clinic/ Hospital	Count Other Col	Office Pet Row	Shop	Mainte- nance	Outdoors /Field	Flight- line	Ship	
7 Q31	8	Total	1	2	3	4	5	6
-----+								
		1	40309	5985	3915	2531	1951	783
2541	4909	62924						
Strongly agree		10.3	10.8	10.2	12.0	12.6	10.8	
13.0	10.5	10.6						
-----+								
9845	20993	274331	2	182703	24477	18622	8410	5944
Agree		46.7	44.3	48.3	40.0	38.4	46.0	
50.2	44.9	46.1						
-----+								
6486	15962	215967	3	148261	17956	12268	7084	5506
No opinion		37.9	32.5	31.8	33.7	35.6	33.7	
33.1	34.2	36.3						
-----+								
629	3648	33740	4	17434	5209	2530	2156	1582
Disagree		4.5	9.4	6.6	10.3	10.2	7.6	
3.2	7.8	5.7						
-----+								
112	1214	8553	5	2857	1681	1212	843	487
Strongly disagree		.7	3.0	3.1	4.0	3.1	2.0	
.6	2.6	1.4						
-----+								
19613	46726	595514	Column	391564	55307	38548	21023	15469
			Total	65.8	9.3	6.5	3.5	2.6
3.3	7.8	100.0						7262
-----+								

Number of Missing Observations: 63744

Q32 Supervisors fits safety into performance by WORKLOC.Work Location

Clinic/ Hospital	Count Other Col Pct	Office Row	Shop	Mainte- nance	Outdoors /Field	Flight- line	Ship	
7 Q32	8	Total	1	2	3	4	5	6
2627	6026	161812	36045	7019	4382	2810	2084	821
Strongly agree		9.2	12.6	11.3	13.6	13.6	11.3	
13.2	12.8	10.4						
10137	21218	2257008	159414	25988	19654	9639	7239	3720
Agree		40.8	46.8	50.9	46.5	47.1	51.4	
50.9	45.2	43.2						
5988	15741	323305	168873	17911	11654	5936	5054	2148
No opinion		43.2	32.3	30.2	28.6	32.9	29.7	
30.1	33.5	39.2						
1076	2935	436613	23545	3891	2064	1849	803	450
Disagree		6.0	7.0	5.3	8.9	5.2	6.2	
5.4	6.3	6.2						
84	1022	56276	2836	704	868	495	172	95
Strongly disagree		.7	1.3	2.2	2.4	1.1	1.3	
.4	2.2	1.1						
19912	46941	Column 595014	390714	55513	38621	20728	15353	7233
Total		65.7	9.3	6.5	3.5	2.6	1.2	
3.3	7.9	100.0						

Number of Missing Observations: 64245

Q33 Preventive maintenance operates poorly by WORKLOC.Work Location

Clinic/ Hospital	Count Other Col Pct	Office Row	Shop	Mainte- nance	Outdoors /Field	Flight- line	Ship	
7 Q33	8	Total	1	2	3	4	5	6
1079	1974	1 23266	10222	4436	2434	2098	764	259
Strongly agree		2.6	8.0	6.3	10.0	5.0	3.5	
5.4	4.2	3.9						
3463	8048	2 80216	42233	11149	7698	3549	3268	809
Agree		10.8	20.1	20.0	16.9	21.3	11.1	
17.5	17.3	13.5						
7881	20190	3 289022	215106	18804	11296	7814	4883	3048
No opinion		55.2	34.0	29.4	37.3	31.8	41.6	
39.7	43.3	48.7						
6485	13510	4 166953	101130	17064	14118	6644	5291	2712
Disagree		26.0	30.8	36.7	31.7	34.4	37.1	
32.7	29.0	28.1						
931	2858	5 34069	21000	3891	2907	838	1152	492
Strongly disagree		5.4	7.0	7.6	4.0	7.5	6.7	
4.7	6.1	5.7						
	Column	389692	55344	38453	20942	15358	7320	
19839	46579	593525						
Total		65.7	9.3	6.5	3.5	2.6	1.2	
3.3	7.8	100.0						

Number of Missing Observations: 65733

Q34 Leadership participates in safety activi by WORKLOC.Work Location

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Clinic/ Hospital	Count Other Col Pct	Office Row	Shop	Mainte- nance	Outdoors /Field	Flight- line	Ship	
7	8	Total	1	2	3	4	5	6
Q34								
		1	30561	4518	2598	2135	1497	358
2296	3664	47627						
Strongly agree		7.8	8.2	6.8	10.2	9.7	5.0	
11.5	7.9	8.0						
		2	136015	21008	16633	7061	5604	3433
8859	17644	216257						
Agree		34.9	38.0	43.3	33.7	36.5	47.7	
44.3	37.9	36.4						
		3	196788	22430	13956	8724	6632	2801
7451	20702	279485						
No opinion		50.5	40.5	36.4	41.6	43.2	38.9	
37.3	44.5	47.1						
		4	22463	5778	4022	2206	1312	466
1217	3426	40890						
Disagree		5.8	10.4	10.5	10.5	8.5	6.5	
6.1	7.4	6.9						
		5	3775	1623	1167	836	314	147
172	1136	9169						
Strongly disagree		1.0	2.9	3.0	4.0	2.0	2.0	
.9	2.4	1.5						
		Column	389602	55357	38376	20961	15358	7205
19995	46573	593427						
	Total	65.7	9.3	6.5	3.5	2.6	1.2	
3.4	7.8	100.0						

Number of Missing Observations: 65832

Q35 Safety officer has high status by WORKLOC.Work Location

Clinic/ Hospital	Count Other Col Pct	Office Row	Shop	Mainte- nance	Outdoors /Field	Flight- line	Ship	
7 Q35	8	Total	1	2	3	4	5	6

2120	3709	1 45852	28670	4849	3119	1815	1045	526

Strongly agree		7.4	8.8	8.1	8.6	6.8	7.4	
10.9	8.1	7.8	-----					

7397	12664	2 172520	106625	18194	13414	6578	5650	1999

Agree		27.5	33.0	35.0	31.2	36.8	28.0	
37.9	27.6	29.2	-----					

8969	24005	3 311736	217420	24710	16672	9473	6553	3935

No opinion		56.0	44.7	43.4	45.0	42.7	55.0	
46.0	52.3	52.8	-----					

901	4105	4 48027	29145	6158	3543	1987	1647	541

Disagree		7.5	11.2	9.2	9.4	10.7	7.6	
4.6	8.9	8.1	-----					

130	1453	5 12816	6467	1307	1631	1219	459	150

Strongly disagree		1.7	2.4	4.3	5.8	3.0	2.1	
.7	3.2	2.2	-----					

19517	Column		388326	55218	38379	21071	15354	7150

		45937	590951					

Total		65.7	9.3	6.5	3.6	2.6	1.2	
3.3	7.8	100.0	-----					

Number of Missing Observations: 68307

Q36 Hazards not fixed quickly are ignored by WORKLOC.Work Location

Clinic/ Hospital	Count Other Col Pct	Office Row	Shop	Mainte- nance	Outdoors /Field	Flight- line	Ship
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7	8	Total	1	2	3	4	5	6
Q36								
	1	4850	2358	1374	901	518	261	
404	1991	12658						
Strongly agree		1.2	4.3	3.5	4.3	3.4	3.6	
2.0	4.2	2.1						
	2	32966	8572	5810	3999	1977	896	
2779	5727	62727						
Agree		8.4	15.5	15.0	19.1	12.9	12.4	
13.7	12.2	10.5						
	3	168927	17351	11795	6702	5650	2423	
6122	16408	235379						
No opinion		43.2	31.3	30.4	32.0	36.9	33.5	
30.1	34.9	39.5						
	4	155301	22168	16359	8045	6124	3009	
9482	19173	239660						
Disagree		39.7	40.0	42.1	38.5	40.0	41.5	
46.6	40.8	40.2						
	5	28696	4991	3493	1270	1056	653	
1560	3749	45469						
Strongly disagree		7.3	9.0	9.0	6.1	6.9	9.0	
7.7	8.0	7.6						
	Column	390740	55441	38831	20917	15326	7242	
20348	47049	595893						
	Total	65.6	9.3	6.5	3.5	2.6	1.2	
3.4	7.9	100.0						

Number of Missing Observations: 63366

Q37 Personnel take part in accident invest. by WORKLOC.Work Location

Clinic/ Hospital	Count Other Col Pct	Office Row	Shop	Mainte- nance	Outdoors /Field	Flight- line	Ship	
7 Q37	8	Total	1	2	3	4	5	6
1930	3367	37235	22980	3414	2758	1321	1213	251
Strongly agree		5.9	6.2	7.1	6.3	7.9	3.5	
9.8	7.3	6.3						
9499	18282	232930	144707	24121	16451	10120	6564	3185
Agree		37.1	43.6	42.3	48.2	42.7	44.0	
48.2	39.4	39.2						
7727	21126	289135	206486	22429	15718	7348	5499	2802
No opinion		52.9	40.6	40.4	35.0	35.8	38.7	
39.2	45.5	48.6						
421	2875	29911	14639	4606	2903	1863	1765	841
Disagree		3.7	8.3	7.5	8.9	11.5	11.6	
2.1	6.2	5.0						
111	783	5157	1692	718	1045	329	317	163
Strongly disagree		.4	1.3	2.7	1.6	2.1	2.2	
.6	1.7	.9						
19688	46433	594367	390504	55289	38874	20981	15358	7242
Total		65.7	9.3	6.5	3.5	2.6	1.2	
3.3	7.8	100.0						

Number of Missing Observations: 64891

Q38 Training by supervisor helps job safety by WORKLOC.Work Location

Clinic/ Hospital	Count Other Col Pct	Office Row	Shop	Mainte- nance	Outdoors /Field	Flight- line	Ship	
7	8	Total	1	2	3	4	5	6
Q38								

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2264	4293	1	25557	5502	3683	2075	1595	419	
Strongly agree			45389						
11.2	9.2		6.5	9.9	9.5	9.9	10.4	5.8	
			7.6						
10205	21791	2	148612	27029	19501	8945	6899	3333	
Agree			246314						
50.3	46.5		38.1	48.6	50.0	42.9	45.1	46.3	
			41.4						
6545	16496	3	189569	18232	11982	7177	5650	2721	
No opinion			258370						
32.2	35.2		48.6	32.8	30.7	34.4	36.9	37.8	
			43.4						
1209	3320	4	23212	3851	3030	2048	889	638	
Disagree			38198						
6.0	7.1		5.9	6.9	7.8	9.8	5.8	8.9	
			6.4						
80	967	5	3400	1040	773	624	265	95	
Strongly disagree			7243						
.4	2.1		.9	1.9	2.0	3.0	1.7	1.3	
			1.2						
20303	46866	Column	390350	55655	38968	20868	15299	7205	
			595514						
		Total	65.5	9.3	6.5	3.5	2.6	1.2	
3.4	7.9		100.0						

Number of Missing Observations: 63744

Q39 Medical facilities are sufficient by WORKLOC.Work Location

Clinic/ Hospital	Count Other Col	Office Pet	Shop	Mainte- nance	Outdoors /Field	Flight- line	Ship	
7 Q39	8	Total	1	2	3	4	5	6
3721	4381	1 49630	29489	4883	3076	2520	1145	415
Strongly agree		7.6	8.9	7.9	12.1	7.5	5.8	
18.6	9.5	8.4						
10828	20174	2 244313	153682	25007	15598	9919	5382	3724
Agree		39.5	45.5	40.2	47.6	35.4	52.1	
54.2	43.9	41.3						
4102	14643	3 230718	171600	15998	12843	5222	4222	2089
No opinion		44.2	29.1	33.1	25.1	27.7	29.2	
20.5	31.8	39.0						
1073	4657	4 46125	24876	5463	4878	1849	2644	685
Disagree		6.4	9.9	12.6	8.9	17.4	9.6	
5.4	10.1	7.8						
253	2150	5 20778	8944	3658	2378	1332	1830	232
Strongly disagree		2.3	6.7	6.1	6.4	12.0	3.3	
1.3	4.7	3.5						
19976	46005	Column 591564	388592	55010	38772	20842	15223	7145
		Total	65.7	9.3	6.6	3.5	2.6	1.2
3.4	7.8	100.0						

Number of Missing Observations: 67694

Q40 Leadership ignores safety during promoti by WORKLOC.Work Location

Clinic/ Hospital	Count Other	Office Col Pct	Shop	Mainte- nance	Outdoors /Field	Flight- line	Ship	
7	8	Row	1	2	3	4	5	6
Q40	Total							
809	2202	1	7268	2956	1854	805	425	164
Strongly agree			1.9	5.3	4.8	3.9	2.8	2.3
4.1	4.7	2.8						

1425	4208	2	23923	7384	5838	3198	2038	571	
Agree			48585						
7.2	9.0		6.2	13.4	15.1	15.4	13.3	7.9	
			8.2						
8929	21412	3	201563	24714	15439	9358	6788	3790	
No opinion			291994						
45.0	45.8		51.9	44.7	39.8	45.1	44.3	52.6	
			49.3						
6946	14821	4	120629	15735	12302	5727	4339	2269	
Disagree			182767						
35.0	31.7		31.1	28.5	31.7	27.6	28.3	31.5	
			30.9						
1755	4060	5	34819	4467	3352	1681	1725	412	
Strongly disagree			52271						
8.8	8.7		9.0	8.1	8.6	8.1	11.3	5.7	
			8.8						
19864	46704	Column	388202	55256	38785	20769	15315	7205	
			592099						
		Total	65.6	9.3	6.6	3.5	2.6	1.2	
3.4	7.9		100.0						

Number of Missing Observations: 67159

Q41 Safety officer is readily available by WORKLOC.Work Location

Clinic/ Hospital	Count Other Col	Office Pct	Shop	Mainte- nance	Outdoors /Field	Flight- line	Ship	
7 Q41	8	Total	1	2	3	4	5	6
3538	3884	1	38220	5644	3493	2148	1198	425
Strongly agree			58552					
18.1	8.4		9.8	10.1	9.0	10.3	7.9	5.9
			9.9					
9093	17838	2	166280	23499	16301	8642	6334	2880
Agree			250866					
46.6	38.7		42.6	42.2	42.1	41.3	41.8	39.8
			42.3					
6044	18949	3	161430	20262	13604	7174	5440	2784
No opinion			235687					
31.0	41.1		41.4	36.4	35.1	34.3	35.9	38.5
			39.7					
826	3914	4	19791	4986	3865	2502	1751	964
Disagree			38600					
4.2	8.5		5.1	9.0	10.0	12.0	11.5	13.3
			6.5					
27	1549	5	4290	1228	1480	463	445	174
Strongly disagree			9655					
.1	3.4		1.1	2.2	3.8	2.2	2.9	2.4
			1.6					
19528	46134	Column	390010	55619	38744	20929	15168	7228
			593360					
3.3	7.8	Total	65.7	9.4	6.5	3.5	2.6	1.2
			100.0					

Number of Missing Observations: 65899

Q42 This unit has a stable workforce by WORKLOC.Work Location

Clinic/ Hospital	Count Other Col	Pct	Office	Shop	Mainte- nance	Outdoors /Field	Flight- line	Ship
7	8	Total	1	2	3	4	5	6
Q42								
1998	2180	1	20691	3226	2155	1124	1078	199
Strongly agree			5.3	5.8	5.6	5.4	7.0	2.7
10.0	4.7		5.5					
6566	17980	2	152276	22513	14765	7514	5066	2474
			229154					

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Agree	32.9	38.6	38.7	39.2	40.8	38.2	36.3	33.1	34.0
7363	19038	3	173705	21613	15240	8263	6352	2819	
No opinion	32.3	37.5	43.0	44.7	39.1	39.4	39.9	41.4	38.8
36.9	40.9	4	34901	6469	5350	2719	2413	1438	
2992	5580	4	61861	9.0	11.7	13.8	13.1	15.7	19.8
Disagree	15.0	12.0	10.5	9.0	11.7	13.8	13.1	15.7	19.8
1031	1777	5	6640	1398	1133	1081	417	343	
Strongly disagree	5.2	3.8	2.3	1.7	2.5	2.9	5.2	2.7	4.7
Column	388212	55219	38643	20701	15326	7273			
20167	46555	591878	65.6	9.3	6.5	3.5	2.6	1.2	
3.4	7.9	100.0							

Number of Missing Observations: 67381

Q43 Personnel afraid to report problems by WORKLOC.Work Location

Clinic/ Hospital	Count Other Col	Office Pct Row	Shop	Mainte- nance	Outdoors /Field	Flight- line	Ship	
7 Q43	8	Total	1	2	3	4	5	6
<hr/>								
531	1068	11207	5327	1999	1384	606	118	174
Strongly agree			1.4	3.6	3.6	2.9	.8	2.4
2.7	2.3	1.9	<hr/>					
<hr/>								
1140	3447	37381	19987	5802	3178	2181	1301	346
Agree			5.2	10.4	8.2	10.5	8.5	4.8
5.7	7.4	6.3	<hr/>					
<hr/>								
5431	15484	191308	130535	15959	10555	6984	4483	1877
No opinion			33.7	28.7	27.2	33.5	29.3	25.8
27.2	33.3	32.3	<hr/>					
<hr/>								
10460	21523	282680	185916	25227	19141	9323	7235	3855
Disagree			48.0	45.4	49.3	44.7	47.3	53.0
52.3	46.3	47.8	<hr/>					
<hr/>								
2440	5003	69391	45907	6586	4530	1745	2159	1021
Strongly disagree			11.8	11.9	11.7	8.4	14.1	14.0
12.2	10.8	11.7	<hr/>					
<hr/>								
Column			387671	55574	38788	20839	15296	7273
20001	46525	591968	65.5	9.4	6.6	3.5	2.6	1.2
Total			65.5	9.4	6.6	3.5	2.6	1.2
3.4	7.9	100.0	<hr/>					

Number of Missing Observations: 67291

Q44 Supervisors always investigate accidents by WORKLOC.Work Location

Clinic/ Hospital	Count Other Col	Office Pct	Shop	Mainte- nance	Outdoors /Field	Flight- line	Ship		
7	8	Row	1	2	3	4	5	6	
Q44	Total								
3169	4890	58729	34222	6738	4427	2506	1806	971	
Strongly agree	15.7	10.5	9.9	8.8	12.1	11.4	12.0	11.9	13.3
8826	20877	245508	150001	26885	19457	8890	7045	3527	
Agree	43.8	44.6	41.4	38.6	48.4	50.2	42.5	46.2	48.4

		3	188415	17805	11897	7209	5232	2006	
6519	17521	256603							
No opinion			48.5	32.1	30.7	34.5	34.3	27.6	
32.3	37.5	43.3							
		4	12915	3099	2120	1797	941	541	
1517	2690	25620							
Disagree			3.3	5.6	5.5	8.6	6.2	7.4	
7.5	5.8	4.3							
		5	2855	983	835	515	211	234	
137	780	6550							
Strongly disagree			.7	1.8	2.2	2.5	1.4	3.2	
.7	1.7	1.1							
		Column	388408	55510	38736	20917	15234	7280	
20167	46757	593009							
Total			65.5	9.4	6.5	3.5	2.6	1.2	
3.4	7.9	100.0							

Number of Missing Observations: 66249

Q45 Environmental cond. kept at good levels by WORKLOC.Work Location

Clinic/ Hospital	Count Other Col Pct	Office Row	Shop	Mainte- nance	Outdoors /Field	Flight- line	Ship		
7 Q45	8	Total	1	2	3	4	5	6	
2318	3943	149849	32192	4968	3528	1692	948	259	
Strongly agree	11.6	8.5	8.4	8.3	9.0	9.1	8.1	6.1	3.5
8928	21771	272269	181285	22961	18332	9514	6529	2950	
Agree	44.6	46.9	45.9	46.6	41.8	47.2	45.3	42.2	40.3
4892	12322	163549	109062	13734	9923	6644	4432	2542	
No opinion	24.5	26.5	27.6	28.0	25.0	25.5	31.6	28.7	34.8
2795	5692	79422	50923	8814	4979	2110	3122	986	
Disagree	14.0	12.3	13.4	13.1	16.0	12.8	10.1	20.2	13.5
1069	2723	28391	15952	4503	2091	1037	438	578	
Strongly disagree	5.3	5.9	4.8	4.1	8.2	5.4	4.9	2.8	7.9
20002	46451	593480	389414	54979	38854	20996	15469	7315	
3.4	7.8	100.0	65.6	9.3	6.5	3.5	2.6	1.2	

Number of Missing Observations: 65779

Q46 Personnel dont use necessary PPE by WORKLOC.Work Location

Clinic/ Hospital	Count Other Col Pct	Office Row	Shop	Mainte- nance	Outdoors /Field	Flight- line	Ship		
7	8	Total	1	2	3	4	5	6	
Q46									
356	1998	11284	4651	1867	1203	858	348	3	
Strongly agree	1.8	4.2	1.9	1.2	3.3	3.1	4.1	2.3	.0
1854	5560	57853	25536	10017	7765	3666	2357	1099	
Agree	9.2	11.8	9.7	6.5	17.9	19.9	17.4	15.2	15.4
Column	389414	54979	38854	20996	15469	7315			
20002	46451	593480	65.6	9.3	6.5	3.5	2.6	1.2	
3.4	7.8	100.0							

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6211	18831	3	213111	15914	10391	5977	4502	2094	
No opinion	277031		54.5	28.5	26.6	28.4	29.1	29.3	
30.8	40.0		46.4						
<hr/>									
9749	17056	4	119697	22777	16156	8776	6974	3138	
Disagree	204323		30.6	40.8	41.4	41.7	45.1	43.9	
48.4	36.3		34.2						
<hr/>									
1971	3577	5	27874	5280	3541	1756	1292	815	
Strongly disagree	46106		7.1	9.5	9.1	8.3	8.3	11.4	
9.8	7.6		7.7						
<hr/>									
20141	47023	Column	390868	55856	39055	21032	15474	7149	
3.4	7.9	Total	65.5	9.4	6.5	3.5	2.6	1.2	
<hr/>									

Number of Missing Observations: 62661

Q47 Job stress is significant problem for me by WORKLOC.Work Location

Clinic/	Count	Office	Shop	Mainte-	Outdoors	Flight-	Ship	
Hospital	Other	Col	Pct	nance	/Field	line		
7	8	Total	1	2	3	4	5	6
Q47								
388	835	11411	6336	1781	962	664	291	153
Strongly agree			1.6	3.2	2.5	3.2	1.9	2.1
1.9	1.8	1.9						
<hr/>								
1759	3774	2	26699	5485	4712	2109	2371	238
Agree	47146		6.9	9.9	12.2	10.0	15.4	3.3
8.8	8.1	7.9						
<hr/>								
8064	24875	3	214925	24705	14609	9358	5407	3803
No opinion	305745		55.2	44.5	37.9	44.5	35.2	52.0
40.5	53.4	51.5						
<hr/>								
7693	14012	4	113667	19764	15642	7218	5692	2478
Disagree	186166		29.2	35.6	40.6	34.4	37.1	33.9
38.6	30.1	31.4						
<hr/>								
2031	3073	5	27523	3771	2648	1661	1589	640
Strongly disagree	42935		7.1	6.8	6.9	7.9	10.4	8.7
10.2	6.6	7.2						
<hr/>								
19935	46569	Column	389150	55506	38572	21010	15349	7312
3.4	7.8	Total	65.6	9.4	6.5	3.5	2.6	1.2
<hr/>								

Number of Missing Observations: 65855

Q48 Leadership insists supervisor think safe by WORKLOC.Work Location

Clinic/	Count	Office	Shop	Mainte-	Outdoors	Flight-	Ship	
Hospital	Other	Col	Pct	nance	/Field	line		
7	8	Total	1	2	3	4	5	6
Q48								
3313	5884	1	38737	6461	4623	3471	2102	1012
Strongly agree	65604		9.9	11.6	11.9	16.5	13.6	14.1
16.8	12.6	11.0						
<hr/>								
10039	21841	2	170222	28209	20265	9423	7716	4119
Agree	271833		43.6	50.5	52.0	44.8	49.9	57.4
51.0	46.8	45.7						
<hr/>								
5879	16458	3	166679	17277	11780	7276	4923	1623
	231894							
<hr/>								

No opinion	42.7	30.9	30.2	34.6	31.8	22.6	
29.9	35.3	39.0					
<hr/>							
394	1928	4	11619	3114	1380	639	501
Disagree	19886		3.0	5.6	3.5	3.0	3.2
2.0	4.1	3.3					4.3
<hr/>							
65	549	5	3024	848	950	207	232
Strongly disagree	5988		.8	1.5	2.4	1.0	1.5
.3	1.2	1.0					1.6
<hr/>							
19690	46660	Column	390281	55909	38998	21016	15474
3.3	7.8	Total	65.6	9.4	6.6	3.5	2.6
<hr/>							

Number of Missing Observations: 64052

Q49 Leadership sets goals-hold all accountab by WORKLOC.Work Location

Clinic/	Count	Office	Shop	Mainte-	Outdoors	Flight-	Ship	
Hospital	Other	Col	Pct	nance	/Field	line		
7	8	Total	1	2	3	4	5	6
Q49								
2778	3685	1	28102	5053	2978	2275	1298	653
Strongly agree	46822		7.2	9.2	7.7	10.8	8.4	8.9
13.9	8.0	7.9						
<hr/>								
9293	16643	2	125822	22664	15205	6852	6134	2611
Agree	205224		32.4	41.2	39.3	32.7	39.8	35.7
46.6	36.0	34.7						
<hr/>								
7268	21176	3	203719	20757	15450	9018	6165	3083
No opinion	286635		52.4	37.8	39.9	43.0	40.0	42.1
36.5	45.8	48.4						
<hr/>								
461	3738	4	25386	5314	3799	2477	1552	813
Disagree	43541		6.5	9.7	9.8	11.8	10.1	11.1
2.3	8.1	7.4						
<hr/>								
126	983	5	5507	1193	1291	358	271	160
Strongly disagree	9888		1.4	2.2	3.3	1.7	1.8	2.2
.6	2.1	1.7						
<hr/>								
19925	46225	Column	388537	54981	38723	20980	15420	7320
3.4	7.8	Total	65.6	9.3	6.5	3.5	2.6	1.2
<hr/>								

Number of Missing Observations: 67148

Q50 Personnel rarely dev. safety requirement by WORKLOC.Work Location

Clinic/	Count	Office	Shop	Mainte-	Outdoors	Flight-	Ship	
Hospital	Other	Col	Pct	nance	/Field	line		
7	8	Total	1	2	3	4	5	6
Q50								
638	1824	1	7720	2238	2164	743	188	406
Strongly agree	15923		2.0	4.0	5.5	3.6	1.2	5.6
3.2	3.9	2.7						
<hr/>								
2465	7616	2	50432	11316	7650	3749	3589	1503
Agree	88321		12.9	20.4	19.6	18.0	23.4	20.9
12.5	16.3	14.9						
<hr/>								
8751	20883	3	211295	22275	13694	8508	5985	2473
No opinion	293864		54.3	40.2	35.1	40.7	39.0	34.3
44.5	44.8	49.5						
<hr/>								

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		4	100900	16407	13013	6543	4915	2557	
7083	13373	164790							
Disagree			25.9	29.6	33.3	31.3	32.0	35.5	
36.0	28.7	27.8							
		5	19095	3139	2502	1340	677	267	
736	2930	30685							
Strongly disagree			4.9	5.7	6.4	6.4	4.4	3.7	
3.7	6.3	5.2							

		Column	389442	55375	39023	20883	15354	7206	
19673	46626	593583							
Total		65.6	9.3	6.6	3.5	2.6	1.2		
3.3	7.9	100.0							
Number of Missing Observations:		65676							

Appendix H – Response Distributions by Branch

Q1 Personnel identify hazards by.XSVC Constructed Service
(Cross Vari)

	Count Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD 4	Ag/Act 4	Row Total
Q1							
Strongly agree	1	30867 15.1	22646 15.1	26089 16.6	14050 14.2	93653 15.3	
Agree	2	115924 56.8	83708 55.8	94400 60.1	51969 52.5	346001 56.7	
No opinion	3	41329 20.2	31557 21.0	27572 17.6	23813 24.0	124271 20.4	
Disagree	4	13811 6.8	10540 7.0	7798 5.0	8404 8.5	40553 6.6	
Strongly disagree	5	2313 1.1	1527 1.0	1177 .7	829 .8	5846 1.0	
Column Total		204245 33.5	149978 24.6	157036 25.7	99066 16.2	610324 100.0	

Number of Missing Observations: 48934

Q2 Frequent contact between personnel and 1 by.XSVC
Constructed Service (Cross Vari)

	Count Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD 4	Ag/Act 4	Row Total
Q2							
Strongly agree	1	22964 11.3	15141 10.1	18900 12.1	9427 9.5	66432 10.9	
Agree	2	107995 53.0	71165 47.4	77066 49.2	46143 46.6	302369 49.6	
No opinion	3	45328 22.3	42532 28.3	38191 24.4	27368 27.7	153419 25.2	
Disagree	4	22222 10.9	17178 11.4	17938 11.5	13137 13.3	70475 11.6	
Strongly disagree	5	5197 2.6	4139 2.8	4433 2.8	2897 2.9	16665 2.7	
Column Total		203707 33.4	150154 24.6	156528 25.7	98971 16.2	609361 100.0	

Number of Missing Observations: 49898

Q3 Safety takes a back seat to production by.XSVC Constructed
Service (Cross Vari)

	Count Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD 4	Ag/Act 4	Row Total
Q3							
Strongly agree	1	6827 3.4	5547 3.7	4883 3.1	4095 4.2	21351 3.5	
Agree	2	23000 11.3	15227 10.2	16299 10.4	11713 11.9	66240 10.9	
No opinion	3	46750 23.0	36712 24.6	32242 20.6	24834 25.2	140538 23.1	
Disagree	4	95488 46.9	68176 45.7	75346 48.1	45314 45.9	284324 46.8	
Strongly disagree	5	31407 15.4	23616 15.8	27759 17.7	12701 12.9	95483 15.7	
Column Total		203472 33.5	149278 24.6	156528 25.7	98657 16.2	607936 100.0	

Number of Missing Observations: 51323

Q4 Personnel revise safety & health practic by.XSVC
Constructed Service (Cross Vari)

	Count Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD 4	Ag/Act 4	Row Total
Q4							
Strongly agree	1	13793 6.8	8600 5.7	9421 6.1	5221 5.3	37036 6.1	
Agree	2	76346 37.6	54594 36.4	62044 39.9	32091 32.7	225075 37.1	

No opinion	3	79332 39.1	61038 40.7	60844 39.1	40987 41.7	242201 39.9	
Disagree	4	29211 14.4	22107 14.8	20221 13.0	17644 18.0	89183 14.7	
Strongly disagree	5	4304 2.1	3533 2.4	3058 2.0	2298 2.3	13193 2.2	
Column Total		202986 33.5	149872 24.7	155588 25.6	98241 16.2	606688 100.0	

Number of Missing Observations: 52571

Q5 Supervisor maintain high safety standard by.XSVC
Constructed Service (Cross Vari)

	Count Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD 4	Ag/Act 4	Row Total
Q5							
Strongly agree	1	31842 15.7	21806 14.6	27756 17.7	12926 13.1	94330 15.5	
Agree	2	94721 46.6	71271 47.6	77316 49.4	43212 43.9	286521 47.1	
No opinion	3	64715 31.8	47763 31.9	43519 27.8	35988 36.6	191985 31.6	
Disagree	4	9511 4.7	6748 4.5	5558 3.6	4533 4.6	26350 4.3	
Strongly disagree	5	2428 1.2	2148 1.4	2330 1.5	1780 1.8	8686 1.4	
Column Total		203218 33.4	149736 24.6	156479 25.7	98439 16.2	607872 100.0	

Number of Missing Observations: 51387

Q6 Inspections made at regular intervals by.XSVC Constructed
Service (Cross Vari)

	Count Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD 4	Ag/Act 4	Row Total
Q6							
Strongly agree	1	19963 9.8	15229 10.2	19356 12.4	9729 9.8	64277 10.6	
Agree	2	90090 44.4	66131 44.3	81452 52.3	41445 41.9	279118 46.0	
No opinion	3	71693 35.3	53706 36.0	45890 29.4	38078 38.5	209368 34.5	
Disagree	4	17037 8.4	10620 7.1	7969 5.1	8362 8.4	43988 7.2	
Strongly disagree	5	4077 2.0	3660 2.5	1210 .8	1409 1.4	10356 1.7	
Column Total		202861 33.4	149347 24.6	155877 25.7	99023 16.3	607108 100.0	

Number of Missing Observations: 52150

Q7 Leadership safety views seldom communic by.XSVC
Constructed Service (Cross Vari)

	Count Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD 4	Ag/Act 4	Row Total
Q7							
Strongly agree	1	7951 3.9	6915 4.6	6080 3.9	4421 4.5	25367 4.2	
Agree	2	42431 20.9	29473 19.8	29735 19.1	22730 23.0	124368 20.5	
No opinion	3	61732 30.4	45536 30.6	44054 28.3	34540 35.0	185862 30.6	
Disagree	4	74950 36.9	54186 36.4	61614 39.6	31530 32.0	222279 36.6	
Strongly disagree	5	16143 7.9	12898 8.7	14235 9.1	5405 5.5	48681 8.0	
Column Total		203207 33.5	149008 24.6	155718 25.7	98625 16.3	606558 100.0	

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Number of Missing Observations: 52701

Q8 Safety meetings held less often than nec by.XSVC
Constructed Service (Cross Vari)

	Count Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
Q8						
Strongly agree	1	6976 3.4	5497 3.7	5665 3.6	4804 4.9	22942 3.8
Agree	2	38387 18.9	27925 18.7	28046 18.0	20714 21.0	115072 19.0
No opinion	3	83026 40.9	61411 41.0	56421 36.3	44565 45.2	245423 40.4
Disagree	4	60729 29.9	44333 29.6	54551 35.1	23975 24.3	183589 30.3
Strongly disagree	5	13969 6.9	10527 7.0	10756 6.9	4472 4.5	39725 6.5
Column Total		203087 33.5	149693 24.7	155439 25.6	98532 16.2	606751 100.0

Number of Missing Observations: 52508

Q9 Good teamwork exists within unit by.XSVC Constructed
Service (Cross Vari)

	Count Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
Q9						
Strongly agree	1	28548 14.1	20046 13.5	22166 14.2	12607 12.8	83368 13.8
Agree	2	106478 52.6	83593 56.3	81355 52.3	50899 51.6	322324 53.3
No opinion	3	44970 22.2	30384 20.5	34325 22.0	24927 25.3	134606 22.2
Disagree	4	16943 8.4	10849 7.3	13256 8.5	8005 8.1	49052 8.1
Strongly disagree	5	5543 2.7	3590 2.4	4589 2.9	2185 2.2	15907 2.6
Column Total		202482 33.5	148462 24.5	155691 25.7	98622 16.3	605257 100.0

Number of Missing Observations: 54002

Q10 Leadership shows that it cares about saf by.XSVC
Constructed Service (Cross Vari)

	Count Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
Q10						
Strongly agree	1	29891 14.8	21537 14.4	23887 15.4	12322 12.6	87637 14.5
Agree	2	105220 52.1	73613 49.4	80446 51.9	47528 48.5	306808 50.8
No opinion	3	51392 25.5	41136 27.6	39373 25.4	30294 30.9	162195 26.9
Disagree	4	11444 5.7	9236 6.2	7985 5.1	5888 6.0	34552 5.7
Strongly disagree	5	3880 1.9	3532 2.4	3353 2.2	1937 2.0	12702 2.1
Column Total		201828 33.4	149053 24.7	155043 25.7	97970 16.2	603894 100.0

Number of Missing Observations: 55364

Q11 My actions can protect other personnel by.XSVC
Constructed Service (Cross Vari)

	Count Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
Q11						
Strongly agree	1	40032 19.7	28517 19.1	33141 21.3	17920 18.2	119610 19.7
Agree	2	126396 62.3	91598 61.4	98456 63.3	58787 59.6	375236 61.9
No opinion	3	31972 15.8	26365 17.7	22223 14.3	19681 20.0	100242 16.5
	4	3157	2279	1514	1633	8584

Disagree	1.6	1.5	1.0	1.7	1.4
5	1359 .7	503 .3	161 .1	563 .6	2586 .4
Column Total	202917 33.5	149261 24.6	155496 25.6	98584 16.3	606258 100.0

Number of Missing Observations: 53001

Q12 My supervisors behavior is unsafe by.XSVC Constructed
Service (Cross Vari)

	Count Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
Q12						
Strongly agree	1	3907 1.9	2746 1.8	2462 1.6	1570 1.6	10685 1.8
Agree	2	13176 6.5	8042 5.4	9115 5.9	4526 4.6	34859 5.7
No opinion	3	41084 20.2	28992 19.4	29097 18.7	21433 21.8	120606 19.9
Disagree	4	101835 50.0	77561 51.8	80173 51.5	53297 54.3	312867 51.5
Strongly disagree	5	43504 21.4	32419 21.6	34745 22.3	17409 17.7	128077 21.1
Column Total		203506 33.5	149761 24.7	155592 25.6	98235 16.2	607094 100.0

Number of Missing Observations: 52165

Q13 Des. personnel trained in emergency prac by.XSVC
Constructed Service (Cross Vari)

	Count Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
Q13						
Strongly agree	1	20302 10.0	12973 8.7	17012 11.0	11163 11.4	61450 10.2
Agree	2	89490 44.1	61242 41.1	77614 50.0	42212 43.0	270557 44.7
No opinion	3	70787 34.9	58374 39.2	49729 32.0	35045 35.7	213934 35.3
Disagree	4	17298 8.5	13954 9.4	8877 5.7	7782 7.9	47910 7.9
Strongly disagree	5	4848 2.4	2419 1.6	2098 1.4	2009 2.0	11374 1.9
Column Total		202724 33.5	148962 24.6	155329 25.7	98210 16.2	605225 100.0

Number of Missing Observations: 54033

Q14 Leadership published a written safety po by.XSVC
Constructed Service (Cross Vari)

	Count Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
Q14						
Strongly agree	1	25313 12.5	18980 12.7	18354 11.9	9739 9.9	72387 12.0
Agree	2	95865 47.3	67481 45.1	80369 51.9	45705 46.5	289419 47.8
No opinion	3	63631 31.4	50166 33.6	46336 29.9	33905 34.5	194038 32.1
Disagree	4	14822 7.3	10661 7.1	8012 5.2	7074 7.2	40570 6.7
Strongly disagree	5	3064 1.5	2179 1.5	1728 1.1	1794 1.8	8765 1.4
Column Total		202695 33.5	149467 24.7	154799 25.6	98218 16.2	605178 100.0

Number of Missing Observations: 54080

Q15 Near miss accidents are investigated by.XSVC Constructed
Service (Cross Vari)

	Count Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
Q15						
Strongly agree	1	18824 9.4	16641 11.3	17798 11.5	7270 7.4	60532 10.1

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Agree	2	71006	55792	61863	32130	220791
		35.3	37.7	40.0	32.8	36.7
No opinion	3	94801	64838	65720	50642	276001
		47.1	43.8	42.5	51.8	45.9
Disagree	4	12536	7908	6902	5717	33063
		6.2	5.3	4.5	5.8	5.5
Strongly disagree	5	4110	2702	2441	2053	11306
		2.0	1.8	1.6	2.1	1.9
Column Total		201277	147881	154723	97812	601693
Total		33.5	24.6	25.7	16.3	100.0

Number of Missing Observations: 57565

Q16 Personnel morale is poor by.XSVC Constructed Service (Cross Vari)

	Count Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD 4	Ag/Act 4	Row Total
Q16							
Strongly agree	1	22398 11.0	16665 11.2	18413 11.9	10892 11.1	68368 11.3	
	2	46092 22.7	32443 21.7	40919 26.4	23693 24.1	143147 23.6	
Agree	3	55066 27.1	44864 30.0	43917 28.4	27860 28.3	171708 28.4	
	4	63329 31.2	45930 30.7	40553 26.2	30382 30.9	180193 29.8	
Disagree	5	16147 8.0	9470 6.3	10916 7.1	5559 5.6	42093 7.0	
	Strongly disagree						
Column Total		203033 33.5	149372 24.7	154717 25.6	98385 16.2	605508 100.0	

Number of Missing Observations: 53751

Q17 Leadership does only what the law requir by.XSVC Constructed Service (Cross Vari)

	Count Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD 4	Ag/Act 4	Row Total
Q17							
Strongly agree	1	7573 3.8	4983 3.4	5564 3.6	3192 3.3		21310 3.5
	2	32642 16.2	22657 15.4	27626 17.8	16340 16.7		99265 16.5
Agree	3	73741 36.6	53206 36.1	53309 34.4	38892 39.8		219148 36.4
	4	70657 35.1	52432 35.6	54174 34.9	33049 33.8		210311 34.9
Disagree	5	16910 8.4	14115 9.6	14484 9.3	6331 6.5		51840 8.6
	Strongly disagree						
Column Total		201522 33.5	147392 24.5	155157 25.8	97804 16.2		601875 100.0

Number of Missing Observations: 57383

Q18 Understand safety & health regulations by.XSVC Constructed Service (Cross Vari)

	Count	Army	Navy/USMC	AirForce	DoD	Ag/Act	Row
	Col Pct	1	2	3	4		Total
Q18							
Strongly agree	1	32208	23804	28054	15096		99161
		15.9	16.1	18.1	15.4		16.4
Agree	2	129889	94804	104360	60050		389103
		64.3	63.9	67.4	61.4		64.5
No opinion	3	33682	25261	20207	18636		97787
		16.7	17.0	13.1	19.1		16.2
Disagree	4	5330	3174	1746	3341		13591
		2.6	2.1	1.1	3.4		2.3
Strongly disagree	5	1030	1246	431	666		3374
		.5	.8	.3	.7		.6
	Column Total	202139	148289	154798	97789		603015
		33.5	24.6	25.7	16.2		100.0

Number of Missing Observations: 56243

Q19 Supervisors enforce safe job procedures by.XSVC Constructed Service (Cross Vari)

	Count	Army	Navy/USMC	AirForce	DoD	Ag/Act	Row
	Col Pct	1	2	3	4		Total
Q19							
Strongly agree	1	29140 14.4	21636 14.6	26189 16.9	11812 12.1		88777 14.7
	2	109419 54.2	77369 52.1	90070 58.1	48875 50.0		325733 54.0
Agree	3	54598 27.0	43490 29.3	34854 22.5	32511 33.3		165453 27.4
	4	6963 3.4	4544 3.1	3609 2.3	3455 3.5		18571 3.1
Disagree	5	1791 .9	1564 1.1	327 .2	1086 1.1		4767 .8
	Strongly disagree						
Column Total		201911 33.5	148602 24.6	155048 25.7	97738 16.2		603299 100.0

Number of Missing Observations: 55959

Q20 Precautions used for hazardous mat. by.XSVC Constructed Service (Cross Vari)

	Count Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD 4	Ag/Act 4	Row Total
Q20							
Strongly agree	1	28083 13.9	22004 14.9	25030 16.2	11066 11.3		86183 14.3
	2	92554 45.8	70204 47.5	78188 50.7	37988 38.9		278934 46.3
Agree	3	76984 38.1	52175 35.3	48661 31.5	46295 47.4		224116 37.2
	4	3355 1.7	2308 1.6	1637 1.1	1733 1.8		9034 1.5
Disagree	5	1064 .5	1121 .8	750 .5	628 .6		3563 .6
	Strongly disagree						
Column Total		202040 33.6	147813 24.6	154266 25.6	97711 16.2		601829 100.0

Number of Missing Observations: 57429

Q21 Adequate personnel to manage safety prog by.XSVC Constructed Service (Cross Vari)

	Count	Army	Navy/USMC	AirForce	DoD	Ag/Act	Row
	Col Pct	1	2	3	4		Total
Q21							
Strongly agree	1	19597	15470	16283	8741	60091	
		9.7	10.5	10.5	9.0	10.0	
Agree	2	90604	65388	80734	42043	278769	
		45.0	44.2	52.1	43.1	46.3	
No opinion	3	74682	55128	48906	40486	219203	
		37.1	37.3	31.5	41.5	36.4	
Disagree	4	13607	9537	7313	5006	35462	
		6.8	6.4	4.7	5.1	5.9	
Strongly disagree	5	2731	2345	1783	1363	8221	
		1.4	1.6	1.2	1.4	1.4	
Column		201220	147868	155019	97639	601746	
Total		33.4	24.6	25.8	16.2	100.0	

Number of Missing Observations: 57512

Q22 Award program does not promote safety by.XSVC Constructed Service (Cross Vari)

	Count Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD 4	Ag/Act 4	Row Total
Q22							
Strongly agree	1	7325 3.6	6619 4.5	4344 2.8	3957 4.0	22245 3.7	
	2	31953 15.9	22685 15.3	25810 16.7	14861 15.2	95308 15.8	
No opinion	3	109057 54.3	78236 52.9	76600 49.5	55081 56.2	318974 53.0	
	4	44196 22.0	32783 22.2	39337 25.4	21267 21.7	137582 22.9	
Disagree	5	8475	7498	8685	2762	27419	

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Strongly disagree	4.2	5.1	5.6	2.8	4.6
Column Total	201005	147822	154776	97927	601530
	33.4	24.6	25.7	16.3	100.0

Number of Missing Observations: 57729

Q23 Performance standards higher than safety by.XSVC Constructed Service (Cross Vari)

	Count Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD 4	Ag/Act 4	Row Total
Q23							
Strongly agree	1	5952 3.0	4360 3.0	5129 3.3	3555 3.6		18996 3.2
Agree	2	37785 18.8	26943 18.4	24295 15.7	17103 17.5		106127 17.7
No opinion	3	105969 52.7	75991 51.8	76502 49.5	54941 56.1		313402 52.2
Disagree	4	43227 21.5	33057 22.5	41744 27.0	19400 19.8		137428 22.9
Strongly disagree	5	8166 4.1	6468 4.4	6852 4.4	2941 3.0		24427 4.1
Column Total		201100	146819	154521	97941		600381
		33.5	24.5	25.7	16.3		100.0

Number of Missing Observations: 58878

Q24 Super. understand job safety problems by.XSVC Constructed Service (Cross Vari)

	Count Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD 4	Ag/Act 4	Row Total
Q24							
Strongly agree	1	19272 9.6	15151 10.3	17736 11.5	8005 8.2		60163 10.0
Agree	2	92980 46.3	68385 46.4	80538 52.3	39922 40.9		281826 47.0
No opinion	3	79379 39.5	55656 37.7	49325 32.0	46128 47.2		230488 38.4
Disagree	4	7359 3.7	6785 4.6	5270 3.4	2794 2.9		22209 3.7
Strongly disagree	5	1907 .9	1556 1.1	1152 .7	872 .9		5487 .9
Column Total		200898	147533	154021	97721		600172
		33.5	24.6	25.7	16.3		100.0

Number of Missing Observations: 59086

Q25 Personnel follow lock./tagout procedures by.XSVC Constructed Service (Cross Vari)

	Count Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD 4	Ag/Act 4	Row Total
Q25							
Strongly agree	1	14907 7.5	15283 10.5	18520 12.1	8183 8.5		56893 9.6
Agree	2	52695 26.4	48118 33.0	56781 37.0	24355 25.3		181950 30.6
No opinion	3	115994 58.1	72318 49.6	71315 46.5	55610 57.7		315238 52.9
Disagree	4	11871 5.9	7340 5.0	5338 3.5	6951 7.2		31499 5.3
Strongly disagree	5	4289 2.1	2803 1.9	1437 .9	1330 1.4		9860 1.7
Column Total		199755	145863	153392	96429		595439
		33.5	24.5	25.8	16.2		100.0

Number of Missing Observations: 63820

Q26 Safety training is part of orientation by.XSVC Constructed Service (Cross Vari)

	Count Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD 4	Ag/Act 4	Row Total
Q26							
Strongly agree	1	24772 12.3	23058 15.8	29740 19.3	11152 11.4		88722 14.8
Agree	2	87288 43.5	65547 44.9	83551 54.2	39606 40.6		275992 46.1

No opinion	3	68427 34.1	45144 30.9	34255 22.2	38616 39.5	186442 31.2
Disagree	4	16897 8.4	9719 6.7	5599 3.6	7245 7.4	39461 6.6
Strongly disagree	5	3211 1.6	2396 1.6	880 .6	1043 1.1	7529 1.3
Column Total		200595	145864	154025	97662	598146
		33.5	24.4	25.8	16.3	100.0

Number of Missing Observations: 61113

Q27 Leadership is sincere about personnel sa by.XSVC Constructed Service (Cross Vari)

	Count Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD 4	Ag/Act 4	Row Total
Q27							
Strongly agree	1	28639 14.4	23609 16.2	27744 18.0	13705 14.0		93698 15.7
Agree	2	112264 56.3	79433 54.4	86548 56.2	51906 53.1		330151 55.3
No opinion	3	49505 24.8	34975 23.9	32367 21.0	28115 28.8		144962 24.3
Disagree	4	6996 3.5	5910 4.0	5833 3.8	3194 3.3		21933 3.7
Strongly disagree	5	1869 .9	2180 1.5	1430 .9	856 .9		6334 1.1
Column Total		199273	146108	153921	97776		597077
		33.4	24.5	25.8	16.4		100.0

Number of Missing Observations: 62181

Q28 Supervisors seldom act on worker sugg. by.XSVC Constructed Service (Cross Vari)

	Count Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD 4	Ag/Act 4	Row Total
Q28							
Strongly agree	1	3238 1.6	2670 1.8	2741 1.8	2383 2.4		11031 1.8
Agree	2	16446 8.2	10521 7.2	11157 7.2	6461 6.6		44586 7.4
No opinion	3	85045 42.4	57011 38.9	56261 36.5	45547 46.7		243865 40.7
Disagree	4	76664 38.2	61864 42.2	68384 44.3	36047 37.0		242959 40.6
Strongly disagree	5	19240 9.6	14601 10.0	15704 10.2	7038 7.2		56583 9.4
Column Total		200633	146668	154247	97476		59024
		33.5	24.5	25.7	16.3		100.0

Number of Missing Observations: 60234

Q29 Emergency procedures rarely tested by.XSVC Constructed Service (Cross Vari)

	Count Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD 4	Ag/Act 4	Row Total
Q29							
Strongly agree	1	6552 3.3	3253 2.2	3253 2.1	3703 3.8		16761 2.8
Agree	2	25178 12.6	18350 12.5	16539 10.8	10565 10.8		70632 11.8
No opinion	3	69972 34.9	54419 37.2	51598 33.6	34041 34.9		210030 35.1
Disagree	4	80885 40.4	56789 38.8	63991 41.7	39087 40.1		240753 40.3
Strongly disagree	5	17760 8.9	13562 9.3	18042 11.8	10134 10.4		59498 10.0
Column Total		200347	146373	153424	97530		597674
		33.5	24.5	25.7	16.3		100.0

Number of Missing Observations: 61585

Q30 Safety officer improves safety by.XSVC Constructed Service (Cross Vari)

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	Count Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
Q30						
Strongly agree	1	17588 8.9	10264 7.1	10557 6.9	7424 7.7	45832 7.7
Agree	2	69310 34.9	52755 36.3	58623 38.4	32523 33.5	213211 35.9
No opinion	3	96446 48.6	71278 49.0	74538 48.9	50731 52.3	292993 49.4
Disagree	4	12031 6.1	8587 5.9	7042 4.6	4883 5.0	32543 5.5
Strongly disagree	5	3131 1.6	2516 1.7	1773 1.2	1462 1.5	8882 1.5
Column Total		198506 33.4	145400 24.5	152532 25.7	97023 16.3	593461 100.0

Number of Missing Observations: 65798

Q31 Leadership sets fine safety example by.XSVC Constructed Service (Cross Vari)

	Count Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
Q31						
Strongly agree	1	20618 10.3	14815 10.2	18583 12.1	9382 9.7	63398 10.6
Agree	2	92656 46.2	65598 44.9	74714 48.5	42083 43.3	275051 46.0
No opinion	3	74226 37.0	53382 36.6	50632 32.9	38546 39.7	216786 36.3
Disagree	4	10623 5.3	9397 6.4	7833 5.1	5946 6.1	33799 5.7
Strongly disagree	5	2363 1.2	2761 1.9	2251 1.5	1192 1.2	8568 1.4
Column Total		200487 33.5	145954 24.4	154013 25.8	97149 16.3	597602 100.0

Number of Missing Observations: 61656

Q32 Supervisors fits safety into performance by.XSVC Constructed Service (Cross Vari)

	Count Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
Q32						
Strongly agree	1	20670 10.3	13745 9.4	18778 12.2	9043 9.3	62236 10.4
Agree	2	83978 42.0	60856 41.6	75542 49.1	37273 38.5	257648 43.2
No opinion	3	80164 40.1	59567 40.7	51397 33.4	43116 44.5	234243 39.2
Disagree	4	12906 6.5	10369 7.1	6807 4.4	6581 6.8	36663 6.1
Strongly disagree	5	2283 1.1	1792 1.2	1323 .9	891 .9	6289 1.1
Column Total		200001 33.5	146327 24.5	153847 25.8	96904 16.2	597079 100.0

Number of Missing Observations: 62179

Q33 Preventive maintenance operates poorly by.XSVC Constructed Service (Cross Vari)

	Count Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
Q33						
Strongly agree	1	6752 3.4	8285 5.7	5137 3.3	3231 3.3	23405 3.9
Agree	2	26802 13.4	21219 14.6	21284 13.9	11140 11.5	80445 13.5
No opinion	3	98709 49.4	73728 50.6	64284 41.9	53377 55.3	290098 48.7
Disagree	4	54764 27.4	36357 25.0	53244 34.7	23004 23.8	167369 28.1
Strongly disagree	5	12782 6.4	6094 4.2	9587 6.2	5799 6.0	34262 5.8
Column Total		199810 33.4	145682 24.5	153536 25.7	96551 16.2	595579 100.0

Total 33.5 24.5 25.8 16.2 100.0

Number of Missing Observations: 63680

Q34 Leadership participates in safety activi by.XSVC Constructed Service (Cross Vari)

	Count Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
Q34						
Strongly agree	1	16499 8.2	11219 7.7	13332 8.7	6897 7.1	47947 8.1
Agree	2	72565 36.3	51294 35.2	62653 40.9	30314 31.4	216827 36.4
No opinion	3	94788 47.4	70070 48.1	65102 42.5	50528 52.4	280488 47.1
Disagree	4	12478 6.2	10582 7.3	10315 6.7	7577 7.9	40952 6.9
Strongly disagree	5	3803 1.9	2437 1.7	1771 1.2	1173 1.2	9184 1.5
Column Total		200134 33.6	145602 24.5	153172 25.7	96490 16.2	595398 100.0

Number of Missing Observations: 63861

Q35 Safety officer has high status by.XSVC Constructed Service (Cross Vari)

	Count Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
Q35						
Strongly agree	1	16602 8.3	10634 7.3	12445 8.2	6511 6.8	46193 7.8
Agree	2	58951 29.5	37459 25.9	52074 34.1	24383 25.5	172868 29.2
No opinion	3	103735 51.9	80922 55.9	72978 47.8	55069 57.6	312704 52.7
Disagree	4	15844 7.9	12397 8.6	12675 8.3	7478 7.8	48393 8.2
Strongly disagree	5	4689 2.3	3373 2.3	2525 1.7	2233 2.3	12819 2.2
Column Total		199821 33.7	144785 24.4	152697 25.8	95673 16.1	592977 100.0

Number of Missing Observations: 66281

Q36 Hazards not fixed quickly are ignored by.XSVC Constructed Service (Cross Vari)

	Count Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
Q36						
Strongly agree	1	3740 1.9	3005 2.1	3368 2.2	2666 2.8	12779 2.1
Agree	2	22698 11.3	16118 11.0	15208 9.9	9157 9.5	63181 10.6
No opinion	3	80642 40.2	61167 41.8	53343 34.7	41113 42.4	236265 39.5
Disagree	4	79114 39.4	55458 37.9	69095 44.9	36233 37.4	239901 40.1
Strongly disagree	5	14436 7.2	10592 7.2	12798 8.3	7694 7.9	45521 7.6
Column Total		200630 33.6	146340 24.5	153812 25.7	96864 16.2	597646 100.0

Number of Missing Observations: 61613

Q37 Personnel take part in accident invest. by.XSVC Constructed Service (Cross Vari)

	Count Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
Q37						
Strongly agree	1	11813 5.9	9221 6.3	10568 6.9	5758 6.0	37360 6.3
Agree	2	79387 39.7	56303 38.6	64017 41.8	34052 35.2	233760 39.2
No opinion	3	97315 48.6	71435 48.9	68847 44.9	52094 53.9	289690 48.6

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Disagree	4	10113	7509	8233	4168	30023
		5.1	5.1	5.4	4.3	5.0
Strongly disagree	5	1458	1504	1567	632	5161
		.7	1.0	1.0	.7	.9
Column Total		200086	145972	153232	96703	595994
		33.6	24.5	25.7	16.2	100.0

Number of Missing Observations: 63265

Q38 Training by supervisor helps job safety by.XSVC Constructed Service (Cross Vari)

	Count	Army	Navy/USMC	AirForce	DoD	Ag/Act	Row
	Col Pct	1	2	3	4		Total
Q38							
Strongly agree	1	15262	9258	14545	6549		45613
		7.6	6.3	9.4	6.8		7.6
Agree	2	78085	58264	72333	38113		246796
		39.0	39.8	47.0	39.5		41.3
No opinion	3	91381	66201	57582	44030		259194
		45.6	45.3	37.4	45.7		43.4
Disagree	4	13483	10213	8118	6429		38243
		6.7	7.0	5.3	6.7		6.4
Strongly disagree	5	2231	2344	1426	1280		7281
		1.1	1.6	.9	1.3		1.2
Column Total		200442	146280	154004	96401		597127
		33.6	24.5	25.8	16.1		100.0

Number of Missing Observations: 62131

Q39 Medical facilities are sufficient by.XSVC Constructed Service (Cross Vari)

	Count	Army	Navy/USMC	AirForce	DoD	Ag/Act	Row
	Col Pct	1	2	3	4		Total
Q39							
Strongly agree	1	18287	12289	12046	7143	49766	
		9.2	8.5	7.9	7.4	8.4	
Agree	2	84150	59759	60300	40884	245093	
		42.4	41.2	39.3	42.5	41.3	
No opinion	3	77085	60176	54732	39123	231116	
		38.8	41.5	35.7	40.7	39.0	
Disagree	4	13681	8474	17088	7119	46362	
		6.9	5.8	11.1	7.4	7.8	
Strongly disagree	5	5478	4393	9106	1860	20837	
		2.8	3.0	5.9	1.9	3.5	
Column		198681	145091	153272	96128	593172	
Total		33.5	24.5	25.8	16.2	100.0	

Number of Missing Observations: 66087

Q40 Leadership ignores safety during promoti by.XSVC Constructed Service (Cross Vari)

	Count	Army	Navy/USMC	AirForce	DoD	Ag/Act	Row
	Col Pct	1	2	3	4		Total
Q40	1	4479	4431	4480	3180	16570	
		2.3	3.0	2.9	3.3	2.8	
Strongly agree	2	17973	11348	13441	6041	48803	
		9.0	7.8	8.8	6.3	8.2	
Agree	3	99448	74591	67149	51554	292741	
		50.0	51.2	43.9	53.6	49.3	
No opinion	4	59352	43802	52034	28024	183212	
		29.8	30.1	34.0	29.1	30.9	
Disagree	5	17702	11460	15718	7449	52329	
		8.9	7.9	10.3	7.7	8.8	
Strongly disagree							
Column Total		198953	145632	152821	96248	593655	
		33.5	24.5	25.7	16.2	100.0	

Number of Missing Observations: 65604

Q41 Safety officer is readily available by.XSVC Constructed Service (Cross Vari)

	Count	Army	Navy/USMC	AirForce	DoD	Ag/Act	Row
Col Pct		1	2	3	4		Total

Q41

Strongly agree	1	21448 10.8	13437 9.2	15941 10.4	7927 8.2	58754 9.9
Agree	2	85432 42.9	56881 39.1	71873 46.8	37053 38.5	251239 42.2
No opinion	3	76913 38.6	62423 42.9	53771 35.0	43359 45.1	236466 39.8
Disagree	4	12805 6.4	9791 6.7	9837 6.4	6232 6.5	38664 6.5
Strongly disagree	5	2672 1.3	3111 2.1	2306 1.5	1600 1.7	9690 1.6
Column Total		199271 33.5	145642 24.5	153728 25.8	96172 16.2	594813 100.0

Number of Missing Observations: 64445

Q42 This unit has a stable workforce by.XSVC Constructed Service (Cross Vari)

	Count	Army	Navy/USMC	AirForce	DoD	Ag/Act	Row
	Col Pct	1	2	3	4		Total
Q42	1	11286	7190	8774	5536		32786
		5.7	5.0	5.7	5.8		5.5
Strongly agree	2	76981	57397	58760	36417		229555
		38.7	39.6	38.4	37.9		38.7
Agree	3	86984	62066	61985	44050		255084
		43.7	42.8	40.5	45.8		43.0
No opinion	4	18863	14444	19420	9292		62019
		9.5	10.0	12.7	9.7		10.5
Disagree	5	4818	4028	4082	901		13829
		2.4	2.8	2.7	.9		2.3
Strongly disagree							
Column		198932	145124	153021	96196		593273
Total		33.5	24.5	25.8	16.2		100.0

Number of Missing Observations: 65985

Q43 Personnel afraid to report problems by.XSVC Constructed Service (Cross Vari)

	Count	Army	Navy/USMC	AirForce	DoD	Ag/Act	Row
	Col Pct	1	2	3	4		Total
Q43	1	3489	2549	3148	2110		11296
		1.7	1.8	2.1	2.2		1.9
Strongly agree	2	14113	9623	9279	4602		37617
		7.1	6.6	6.1	4.8		6.3
Agree	3	66586	46139	44124	35048		191897
		33.4	31.9	28.8	36.6		32.3
No opinion	4	93987	68210	77472	43479		283148
		47.1	47.1	50.5	45.4		47.7
Disagree	5	21459	18273	19265	10462		69459
		10.7	12.6	12.6	10.9		11.7
Strongly disagree							
Column Total		199633	144795	153289	95701		593418
Total		33.6	24.4	25.8	16.1		100.0

Number of Missing Observations: 65841

Q44 Supervisors always investigate accidents by.XSVC Constructed Service (Cross Vari)

	Count	Army	Navy/USMC	AirForce	DoD	Ag/Act	Row
	Col Pct	1	2	3	4		Total
Q44	1	18677	13940	17197	9058	58873	
		9.4	9.6	11.2	9.4	9.9	
Strongly agree	2	81201	60270	69335	35415	246221	
		40.8	41.4	45.1	36.8	41.4	
Agree	3	87444	63070	60105	46563	257181	
		44.0	43.3	39.1	48.3	43.3	
No opinion	4	9132	6370	5815	4309	25627	
		4.6	4.4	3.8	4.5	4.3	
Disagree	5	2389	1995	1213	960	6557	
		1.2	1.4	.8	1.0	1.1	
Strongly disagree							
Column		198843	145646	153665	96304	594459	
Total		33.4	24.5	25.8	16.2	100.0	

Number of Missing Observations: 64800

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Q45 Environmental cond. kept at good levels by.XSVC
Constructed Service (Cross Vari)

	Count Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
Q45						
Strongly agree	1	17129 8.6	10376 7.1	12604 8.2	9877 10.3	49986 8.4
Agree	2	93212 46.8	61933 42.4	72662 47.2	45056 46.9	272863 45.9
No opinion	3	55503 27.9	41671 28.6	40470 26.3	26229 27.3	163873 27.5
Disagree	4	23533 11.8	23638 16.2	21012 13.7	11360 11.8	79542 13.4
Strongly disagree	5	9693 4.9	8294 5.7	7091 4.6	3526 3.7	28603 4.8
Column Total		199069 33.5	145912 24.5	153839 25.9	96048 16.1	594868 100.0

Number of Missing Observations: 64391

Q46 Personnel dont use necessary PPE by.XSVC Constructed
Service (Cross Vari)

	Count Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
Q46						
Strongly agree	1	3816 1.9	2651 1.8	2697 1.8	2214 2.3	11379 1.9
Agree	2	18699 9.3	15839 10.8	15933 10.3	7511 7.7	57981 9.7
No opinion	3	98126 48.9	65384 44.7	61312 39.8	52929 54.5	277752 46.4
Disagree	4	66142 33.0	50267 34.3	59487 38.6	28885 29.8	204782 34.2
Strongly disagree	5	13834 6.9	12248 8.4	14548 9.4	5540 5.7	46170 7.7
Column Total		200617 33.5	146389 24.5	153978 25.7	97079 16.2	598063 100.0

Number of Missing Observations: 61196

Q47 Job stress is significant problem for me by.XSVC
Constructed Service (Cross Vari)

	Count Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
Q47						
Strongly agree	1	4095 2.1	3145 2.2	1993 1.3	2183 2.3	11416 1.9
Agree	2	18779 9.4	8552 5.9	14009 9.1	6047 6.2	47386 8.0
No opinion	3	101002 50.6	79139 54.6	69793 45.5	56529 58.3	306462 51.5
Disagree	4	62578 31.4	43503 30.0	54883 35.8	25478 26.3	186443 31.3
Strongly disagree	5	13021 6.5	10605 7.3	12779 8.3	6655 6.9	43060 7.2
Column Total		199474 33.5	144944 24.4	153456 25.8	96892 16.3	594767 100.0

Number of Missing Observations: 64492

Q48 Leadership insists supervisor think safe by.XSVC
Constructed Service (Cross Vari)

	Count Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
Q48						
Strongly agree	1	20509 10.3	16647 11.4	20173 13.1	8420 8.7	65750 11.0
Agree	2	91707 46.0	64583 44.2	78675 51.0	37488 38.8	272453 45.7
No opinion	3	78403 39.3	58002 39.7	49544 32.1	46514 48.1	232463 39.0
Disagree	4	6987 3.5	5019 3.4	4311 2.8	3582 3.7	19898 3.3

5	1742 .9	1913 1.3	1606 1.0	727 .8	5988 1.0
Strongly disagree					
Column Total	199347 33.4	146165 24.5	154309 25.9	96731 16.2	596552 100.0

Number of Missing Observations: 62707

Q49 Leadership sets goals-hold all accountab by.XSVC
Constructed Service (Cross Vari)

	Count Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
Q49						
Strongly agree	1	15485 7.8	11426 7.9	13254 8.6	6796 7.0	46961 7.9
Agree	2	70377 35.4	49468 34.1	57975 37.8	27880 28.9	205699 34.7
No opinion	3	96329 48.5	69876 48.2	67825 44.3	53324 55.2	287354 48.4
Disagree	4	13340 6.7	11279 7.8	11932 7.8	7010 7.3	43560 7.3
Strongly disagree	5	3217 1.6	2884 2.0	2256 1.5	1534 1.6	9891 1.7
Column Total		198748 33.5	144933 24.4	153242 25.8	96543 16.3	593465 100.0

Number of Missing Observations: 65793

Q50 Personnel rarely dev. safety requirement by.XSVC
Constructed Service (Cross Vari)

	Count Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
Q50						
Strongly agree	1	4652 2.3	3914 2.7	4319 2.8	3126 3.2	16012 2.7
Agree	2	29814 15.0	21079 14.5	23134 15.1	14517 15.0	88544 14.9
No opinion	3	99127 49.7	71881 49.5	70908 46.1	52508 54.4	294425 49.5
Disagree	4	54824 27.5	41303 28.4	47262 30.7	21840 22.6	165228 27.8
Strongly disagree	5	10981 5.5	7134 4.9	8089 5.3	4522 4.7	30727 5.2
Column Total		199398 33.5	145312 24.4	153713 25.8	96513 16.2	594936 100.0

Number of Missing Observations: 64323

Q1 Personnel identify hazards by XMARINE.Constructed USMC for
Navy (Cross Vari)

	Count Col Pct	Navy 1	USMC 2	Other 3	Row Total
Q1					
Strongly agree	1	19873 14.7	2737 18.5	71042 15.4	93653 15.3
Agree	2	76368 56.5	7340 49.6	262293 57.0	346001 56.7
No opinion	3	27732 20.5	3825 25.8	92714 20.1	124271 20.4
Disagree	4	9699 7.2	841 5.7	30013 6.5	40553 6.6
Strongly disagree	5	1464 1.1	63 .4	4319 .9	5846 1.0
Column Total		135137 22.1	14806 2.4	460382 75.4	610324 100.0

Number of Missing Observations: 48934

Q2 Frequent contact between personnel and l by
XMARINE.Constructed USMC for Navy (Cross Vari)

	Count Col Pct	Navy 1	USMC 2	Other 3	Row Total
Q2					
	1	13371	1735	51327	66432

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Strongly agree		9.9	11.8	11.2	10.9
Agree	2	64887 47.9	6278 42.7	231204 50.3	302369 49.6
No opinion	3	38195 28.2	4337 29.5	110887 24.1	153419 25.2
Disagree	4	15180 11.2	1997 13.6	53297 11.6	70475 11.6
Strongly disagree	5	3796 2.8	342 2.3	12527 2.7	16665 2.7
Column Total		135430 22.2	14689 2.4	459242 75.4	609361 100.0

Number of Missing Observations: 49898

Q3 Safety takes a back seat to production by
XMARINE.Constructed USMC for Navy (Cross Vari)

	Count Col Pct	Navy 1	USMC 2	Other 3	Row Total
Strongly agree	1	4891 3.6	656 4.5	15804 3.4	21351 3.5
Agree	2	13999 10.4	1228 8.3	51012 11.1	66240 10.9
No opinion	3	31123 23.1	5590 37.9	103826 22.6	140538 23.1
Disagree	4	62599 46.5	5542 37.6	216183 47.1	284324 46.8
Strongly disagree	5	21885 16.3	1731 11.7	71867 15.7	95483 15.7
Column Total		134496 22.1	14747 2.4	458693 75.5	607936 100.0

Number of Missing Observations: 51323

Q4 Personnel revise safety & health practic by
XMARINE.Constructed USMC for Navy (Cross Vari)

	Count Col Pct	Navy 1	USMC 2	Other 3	Row Total
Strongly agree	1	7577 5.6	988 6.7	28471 6.2	37036 6.1
Agree	2	50515 37.4	4079 27.5	170481 37.3	225075 37.1
No opinion	3	53155 39.4	7882 53.2	181163 39.7	242201 39.9
Disagree	4	20275 15.0	1832 12.4	67076 14.7	89183 14.7
Strongly disagree	5	3503 2.6	30 .2	9660 2.1	13193 2.2
Column Total		135026 22.3	14811 2.4	456850 75.3	606688 100.0

Number of Missing Observations: 52571

Q5 Supervisor maintain high safety standard by
XMARINE.Constructed USMC for Navy (Cross Vari)

	Count Col Pct	Navy 1	USMC 2	Other 3	Row Total
Strongly agree	1	19260 14.3	2511 17.0	72559 15.8	94330 15.5
Agree	2	65218 48.3	6053 40.9	215250 47.0	286521 47.1
No opinion	3	42164 31.3	5599 37.8	144222 31.5	191985 31.6
Disagree	4	6252 4.6	496 3.3	19603 4.3	26350 4.3
Strongly disagree	5	2012 1.5	136 .9	6538 1.4	8686 1.4
Column Total		134906 22.2	14794 2.4	458171 75.4	607872 100.0

Number of Missing Observations: 51387

Q6 Inspections made at regular intervals by
XMARINE.Constructed USMC for Navy (Cross Vari)

	Count Col Pct	Navy 1	USMC 2	Other 3	Row Total
Strongly agree	1	13333 9.9	1861 12.6	49083 10.7	64277 10.6
Agree	2	59580 44.3	6551 44.2	212987 46.5	279118 46.0
No opinion	3	48322 35.9	5384 36.4	155662 34.0	209368 34.5
Disagree	4	9816 7.3	804 5.4	33369 7.3	43988 7.2
Strongly disagree	5	3454 2.6	207 1.4	6696 1.5	10356 1.7
Column Total		134506 22.2	14806 2.4	457796 75.4	607108 100.0

Number of Missing Observations: 52150

Q7 Leadership safety views seldom communict by
XMARINE.Constructed USMC for Navy (Cross Vari)

	Count Col Pct	Navy 1	USMC 2	Other 3	Row Total
Strongly agree	1	5906 4.4	974 6.6	18487 4.0	25367 4.2
Agree	2	26622 19.8	2851 19.3	94895 20.7	124368 20.5
No opinion	3	39942 29.8	5594 37.9	140326 30.7	185862 30.6
Disagree	4	49655 37.0	4531 30.7	168093 36.7	222279 36.6
Strongly disagree	5	12104 9.0	794 5.4	35783 7.8	48681 8.0
Column Total		134229 22.1	14743 2.4	457585 75.4	606558 100.0

Number of Missing Observations: 52701

Q8 Safety meetings held less often than nec by
XMARINE.Constructed USMC for Navy (Cross Vari)

	Count Col Pct	Navy 1	USMC 2	Other 3	Row Total
Strongly agree	1	5058 3.8	403 2.7	17480 3.8	22942 3.8
Agree	2	25378 18.8	2547 17.2	87147 19.1	115072 19.0
No opinion	3	55046 40.8	6365 43.0	184012 40.3	245423 40.4
Disagree	4	40242 29.8	4090 27.6	139256 30.5	183589 30.3
Strongly disagree	5	9133 6.8	1394 9.4	29198 6.4	39725 6.5
Column Total		134857 22.2	14800 2.4	457093 75.3	606751 100.0

Number of Missing Observations: 52508

Q9 Good teamwork exists within unit by XMARINE.Constructed
USMC for Navy (Cross Vari)

	Count Col Pct	Navy 1	USMC 2	Other 3	Row Total
Strongly agree	1	17977 13.4	2034 13.8	63357 13.9	83368 13.8
Agree	2	76697 57.4	6896 46.8	238731 52.3	322324 53.3
No opinion	3	26378 19.7	4007 27.2	104222 22.8	134606 22.2
Disagree	4	9263 6.9	1585 10.8	38203 8.4	49052 8.1

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5	3379	211	12317	15907
Strongly disagree	2.5	1.4	2.7	2.6
Column Total	133694	14733	456830	605257
	22.1	2.4	75.5	100.0

Number of Missing Observations: 54002

Q10 Leadership shows that it cares about saf by
XMARINE.Constructed USMC for Navy (Cross Vari)

	Count Col Pct	Navy 1	USMC 2	Other 3	Row Total
Q10					
Strongly agree	1	19221 14.3	2280 15.6	66136 14.5	87637 14.5
Agree	2	66261 49.3	7352 50.1	233195 51.3	306808 50.8
No opinion	3	37060 27.6	4076 27.8	121059 26.6	162195 26.9
Disagree	4	8534 6.4	702 4.8	25317 5.6	34552 5.7
Strongly disagree	5	3279 2.4	253 1.7	9170 2.0	12702 2.1
Column Total		134355	14663	454876	603894
		22.2	2.4	75.3	100.0

Number of Missing Observations: 55364

Q11 My actions can protect other personnel by
XMARINE.Constructed USMC for Navy (Cross Vari)

	Count Col Pct	Navy 1	USMC 2	Other 3	Row Total
Q11					
Strongly agree	1	25605 19.0	2877 19.6	91129 19.9	119610 19.7
Agree	2	83010 61.7	8588 58.4	283638 62.1	375236 61.9
No opinion	3	23281 17.3	3084 21.0	73877 16.2	100242 16.5
Disagree	4	2132 1.6	147 1.0	6305 1.4	8584 1.4
Strongly disagree	5	492 .4	10 .1	2083 .5	2586 .4
Column Total		134520	14706	457032	606258
		22.2	2.4	75.4	100.0

Number of Missing Observations: 53001

Q12 My supervisors behavior is unsafe by XMARINE.Constructed
USMC for Navy (Cross Vari)

	Count Col Pct	Navy 1	USMC 2	Other 3	Row Total
Q12					
Strongly agree	1	2619 1.9	128 .9	7939 1.7	10685 1.8
Agree	2	7053 5.2	990 6.8	26816 5.9	34859 5.7
No opinion	3	25701 19.0	3291 22.6	91614 20.0	120606 19.9
Disagree	4	70677 52.3	6849 47.1	235341 51.5	312867 51.5
Strongly disagree	5	29139 21.6	3280 22.6	95658 20.9	128077 21.1
Column Total		135189	14537	457368	607094
		22.3	2.4	75.3	100.0

Number of Missing Observations: 52165

Q13 Des. personnel trained in emergency prac by
XMARINE.Constructed USMC for Navy (Cross Vari)

	Count Col Pct	Navy 1	USMC 2	Other 3	Row Total
Q13					
Strongly agree	1	11555 8.6	1383 9.4	48512 10.6	61450 10.2

Agree	2	56190 41.9	5052 34.2	209315 45.9	270557 44.7
No opinion	3	52066 38.8	6308 42.7	155560 34.1	213934 35.3
Disagree	4	12194 9.1	1759 11.9	33956 7.4	47910 7.9
Strongly disagree	5	2148 1.6	272 1.8	8955 2.0	11374 1.9
Column Total		134153	14774	456299	605225
		22.2	2.4	75.4	100.0

Number of Missing Observations: 54033

Q14 Leadership published a written safety po by
XMARINE.Constructed USMC for Navy (Cross Vari)

	Count Col Pct	Navy 1	USMC 2	Other 3	Row Total
Q14					
Strongly agree	1	17267 12.8	1678 11.5	53441 11.7	72387 12.0
Agree	2	61380 45.5	6101 41.7	221939 48.7	289419 47.8
No opinion	3	44608 33.1	5558 38.0	143872 31.6	194038 32.1
Disagree	4	9438 7.0	1222 8.4	29909 6.6	40570 6.7
Strongly disagree	5	2107 1.6	73 .5	6586 1.4	8765 1.4
Column Total		134800	14632	455747	605178
		22.3	2.4	75.3	100.0

Number of Missing Observations: 54080

Q15 Near miss accidents are investigated by
XMARINE.Constructed USMC for Navy (Cross Vari)

	Count Col Pct	Navy 1	USMC 2	Other 3	Row Total
Q15					
Strongly agree	1	14974 11.2	1632 11.2	43926 9.7	60532 10.1
Agree	2	51609 38.7	4183 28.8	164999 36.4	220791 36.7
No opinion	3	57356 43.0	7482 51.4	211163 46.5	276001 45.9
Disagree	4	7177 5.4	730 5.0	25155 5.5	33063 5.5
Strongly disagree	5	2183 1.6	519 3.6	8604 1.9	11306 1.9
Column Total		133298	14547	453847	601693
		22.2	2.4	75.4	100.0

Number of Missing Observations: 57565

Q16 Personnel morale is poor by XMARINE.Constructed USMC for
Navy (Cross Vari)

	Count Col Pct	Navy 1	USMC 2	Other 3	Row Total
Q16					
Strongly agree	1	14811 11.0	1854 12.6	51703 11.3	68368 11.3
Agree	2	29666 22.0	2777 18.9	110703 24.3	143147 23.6
No opinion	3	39766 29.5	5098 34.6	126844 27.8	171708 28.4
Disagree	4	41414 30.8	4481 30.4	134298 29.4	180193 29.8
Strongly disagree	5	8953 6.7	517 3.5	32622 7.2	42093 7.0
Column Total		134610	14727	456171	605508
		22.2	2.4	75.3	100.0

Number of Missing Observations: 53751

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Q17 Leadership does only what the law require by
XMARINE.Constructed USMC for Navy (Cross Vari)

	Count Col Pct	Navy 1	USMC 2	Other 3	Row Total
Q17					
Strongly agree	1	4479 3.4	504 3.5	16328 3.6	21310 3.5
Agree	2	20392 15.4	2229 15.3	76643 16.9	99265 16.5
No opinion	3	47468 35.7	5738 39.4	165942 36.5	219148 36.4
Disagree	4	47705 35.9	4727 32.4	157880 34.7	210311 34.9
Strongly disagree	5	12734 9.6	1381 9.5	37725 8.3	51840 8.6
Column Total		132778 22.1	14579 2.4	454518 75.5	601875 100.0

Number of Missing Observations: 57383

Q18 Understand safety & health regulations by
XMARINE.Constructed USMC for Navy (Cross Vari)

	Count Col Pct	Navy 1	USMC 2	Other 3	Row Total
Q18					
Strongly agree	1	21233 15.9	2536 17.4	75393 16.6	99161 16.4
Agree	2	85802 64.2	9002 61.8	294298 64.7	389103 64.5
No opinion	3	22910 17.1	2351 16.1	72526 15.9	97787 16.2
Disagree	4	2886 2.2	288 2.0	10417 2.3	13591 2.3
Strongly disagree	5	848 .6	399 2.7	2127 .5	3374 .6
Column Total		133679 22.2	14575 2.4	454761 75.4	603015 100.0

Number of Missing Observations: 56243

Q19 Supervisors enforce safe job procedures by
XMARINE.Constructed USMC for Navy (Cross Vari)

	Count Col Pct	Navy 1	USMC 2	Other 3	Row Total
Q19					
Strongly agree	1	19318 14.4	2283 15.5	67176 14.8	88777 14.7
Agree	2	70432 52.6	6937 47.1	248364 54.6	325733 54.0
No opinion	3	38509 28.8	4981 33.8	121963 26.8	165453 27.4
Disagree	4	4316 3.2	228 1.5	14026 3.1	18571 3.1
Strongly disagree	5	1261 .9	302 2.1	3203 .7	4767 .8
Column Total		133836 22.2	14731 2.4	454733 75.4	603299 100.0

Number of Missing Observations: 55959

Q20 Precautions used for hazardous mat. by
XMARINE.Constructed USMC for Navy (Cross Vari)

	Count Col Pct	Navy 1	USMC 2	Other 3	Row Total
Q20					
Strongly agree	1	19998 15.0	1971 13.6	64214 14.1	86183 14.3
Agree	2	63491 47.6	6714 46.4	208730 46.0	278934 46.3
No opinion	3	46868 35.2	5308 36.7	171940 37.9	224116 37.2
Disagree	4	1968 1.5	340 2.4	6726 1.5	9034 1.5
	5	990 1.5	131 2.4	2442 1.5	3563 1.5

Strongly disagree	.7	.9	.5	.6
Column Total	133314 22.2	14463 2.4	454052 75.4	601829 100.0

Number of Missing Observations: 57429

Q21 Adequate personnel to manage safety prog by
XMARINE.Constructed USMC for Navy (Cross Vari)

	Count Col Pct	Navy 1	USMC 2	Other 3	Row Total
Q21					
Strongly agree	1	13913 10.4	1522 10.4	44656 9.8	60091 10.0
Agree	2	59540 44.7	5848 39.9	213381 47.0	278769 46.3
No opinion	3	49224 37.0	5904 40.2	164075 36.1	219203 36.4
Disagree	4	8327 6.3	1210 8.2	25925 5.7	35462 5.9
Strongly disagree	5	2155 1.6	190 1.3	5876 1.3	8221 1.4
Column Total		133159 22.1	14674 2.4	453913 75.4	601746 100.0

Number of Missing Observations: 57512

Q22 Award program does not promote safety by
XMARINE.Constructed USMC for Navy (Cross Vari)

	Count Col Pct	Navy 1	USMC 2	Other 3	Row Total
Q22					
Strongly agree	1	6069 4.6	550 3.8	15626 3.4	22245 3.7
Agree	2	21316 16.0	1368 9.4	72624 16.0	95308 15.8
No opinion	3	69210 52.0	8991 61.5	240773 53.1	318974 53.0
Disagree	4	29743 22.3	3040 20.8	104799 23.1	137582 22.9
Strongly disagree	5	6830 5.1	668 4.6	19921 4.4	27419 4.6
Column Total		133170 22.1	14617 2.4	453743 75.4	601530 100.0

Number of Missing Observations: 57729

Q23 Performance standards higher than safety by
XMARINE.Constructed USMC for Navy (Cross Vari)

	Count Col Pct	Navy 1	USMC 2	Other 3	Row Total
Q23					
Strongly agree	1	4082 3.1	278 1.9	14636 3.2	18996 3.2
Agree	2	24427 18.5	2516 17.2	79183 17.5	106127 17.7
No opinion	3	67857 51.3	8099 55.4	237447 52.3	313402 52.2
Disagree	4	29955 22.7	3102 21.2	104371 23.0	137428 22.9
Strongly disagree	5	5854 4.4	614 4.2	17959 4.0	24427 4.1
Column Total		132175 22.0	14608 2.4	453597 75.6	600381 100.0

Number of Missing Observations: 58878

Q24 Super. understand job safety problems by
XMARINE.Constructed USMC for Navy (Cross Vari)

	Count Col Pct	Navy 1	USMC 2	Other 3	Row Total
Q24					
Strongly agree	1	13851 10.4	1265 8.7	45048 10.0	60163 10.0
Agree	2	61602 46.4	6783 46.4	213441 47.2	281826 47.0

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		Count	Navy	USMC	Other	Row
		Col Pct	1	2	3	Total
No opinion	3	50089 37.7	5566 38.1	174832 38.6	230488 38.4	
Disagree	4	6080 4.6	706 4.8	15423 3.4	22209 3.7	
Strongly disagree	5	1258 .9	297 2.0	3931 .9	5487 .9	
Column Total		132880 22.1	14617 2.4	452675 75.4	600172 100.0	

Number of Missing Observations: 59086

Q25 Personnel follow lock./tagout procedures by
XMARINE.Constructed USMC for Navy (Cross Vari)

		Count	Navy	USMC	Other	Row
		Col Pct	1	2	3	Total
Strongly agree	1	14197 10.8	1051 7.4	41645 9.3	56893 9.6	
Agree	2	44258 33.6	3861 27.1	133831 29.8	181950 30.6	
No opinion	3	64028 48.7	8290 58.2	242919 54.0	315238 52.9	
Disagree	4	6740 5.1	600 4.2	24159 5.4	31499 5.3	
Strongly disagree	5	2371 1.8	433 3.0	7056 1.6	9860 1.7	
Column Total		131594 22.1	14234 2.4	449611 75.5	595439 100.0	

Number of Missing Observations: 63820

Q26 Safety training is part of orientation by
XMARINE.Constructed USMC for Navy (Cross Vari)

		Count	Navy	USMC	Other	Row
		Col Pct	1	2	3	Total
Strongly agree	1	21012 16.0	2010 13.8	65699 14.5	88722 14.8	
Agree	2	60118 45.8	5429 37.1	210445 46.5	275992 46.1	
No opinion	3	39449 30.1	5695 39.0	141298 31.2	186442 31.2	
Disagree	4	8574 6.5	1145 7.8	29742 6.6	39461 6.6	
Strongly disagree	5	2054 1.6	341 2.3	5134 1.1	7529 1.3	
Column Total		131208 21.9	14621 2.4	452317 75.6	598146 100.0	

Number of Missing Observations: 61113

Q27 Leadership is sincere about personnel sa by
XMARINE.Constructed USMC for Navy (Cross Vari)

		Count	Navy	USMC	Other	Row
		Col Pct	1	2	3	Total
Strongly agree	1	21007 16.0	2567 17.6	70123 15.5	93698 15.7	
Agree	2	71901 54.7	7533 51.5	250717 55.6	330151 55.3	
No opinion	3	31104 23.7	3871 26.5	109987 24.4	144962 24.3	
Disagree	4	5473 4.2	437 3.0	16023 3.6	21933 3.7	
Strongly disagree	5	1962 1.5	218 1.5	4154 .9	6334 1.1	
Column Total		131446 22.0	14626 2.4	451005 75.5	597077 100.0	

Number of Missing Observations: 62181

Q28 Supervisors seldom act on worker sugg. by
XMARINE.Constructed USMC for Navy (Cross Vari)

		Count	Navy	USMC	Other	Row
		Col Pct	1	2	3	Total
Strongly agree	1	2535 1.9	135 .9	8361 1.8	11031 1.8	
Agree	2	9848 7.5	674 4.6	34064 7.5	44586 7.4	
No opinion	3	50051 37.9	6960 47.8	186853 41.3	243865 40.7	
Disagree	4	55893 42.3	5935 40.7	181130 40.0	242959 40.6	
Strongly disagree	5	13731 10.4	870 6.0	41982 9.3	56583 9.4	
Column Total		132058 22.0	14575 2.4	452392 75.5	599024 100.0	

Number of Missing Observations: 60234

Q29 Emergency procedures rarely tested by XMARINE.Constructed
USMC for Navy (Cross Vari)

		Count	Navy	USMC	Other	Row
		Col Pct	1	2	3	Total
Strongly agree	1	3035 2.3	217 1.5	13509 3.0	16761 2.8	
Agree	2	16610 12.6	1739 12.0	52282 11.6	70632 11.8	
No opinion	3	47502 36.0	6917 47.6	155611 34.5	210030 35.1	
Disagree	4	52077 39.5	4677 32.2	183999 40.8	240753 40.3	
Strongly disagree	5	12569 9.5	993 6.8	45936 10.2	59498 10.0	
Column Total		131794 22.1	14544 2.4	451336 75.5	597674 100.0	

Number of Missing Observations: 61585

Q30 Safety officer improves safety by XMARINE.Constructed
USMC for Navy (Cross Vari)

		Count	Navy	USMC	Other	Row
		Col Pct	1	2	3	Total
Strongly agree	1	9389 7.2	839 5.8	35604 7.9	45832 7.7	
Agree	2	47693 36.4	5061 35.1	160456 35.8	213211 35.9	
No opinion	3	63552 48.5	7726 53.6	221715 49.5	292993 49.4	
Disagree	4	7945 6.1	642 4.5	23956 5.3	32543 5.5	
Strongly disagree	5	2373 1.8	142 1.0	6366 1.4	8882 1.5	
Column Total		130953 22.1	14411 2.4	448097 75.5	593461 100.0	

Number of Missing Observations: 65798

Q31 Leadership sets fine safety example by
XMARINE.Constructed USMC for Navy (Cross Vari)

		Count	Navy	USMC	Other	Row
		Col Pct	1	2	3	Total
Strongly agree	1	12936 9.8	1844 12.7	48618 10.8	63398 10.6	
Agree	2	59815 45.5	5783 39.7	209453 46.4	275051 46.0	
No opinion	3	47183 35.9	6199 42.6	163404 36.2	216786 36.3	
Disagree	4	8775 6.7	622 4.3	24402 5.4	33799 5.7	
Strongly disagree	5	2645 2.0	116 .8	5807 1.3	8568 1.4	
Column Total		131355 22.0	14564 2.4	451684 75.5	597602 100.0	

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Total 22.0 2.4 75.6 100.0

Number of Missing Observations: 61656

Q32 Supervisors fits safety into performance by
XMARINE.Constructed USMC for Navy (Cross Vari)

	Count Col Pct	Navy 1	USMC 2	Other 3	Row Total
Q32					
Strongly agree	1	12261 9.3	1448 10.0	48526 10.8	62236 10.4
Agree	2	55428 42.1	5427 37.4	196793 43.7	257648 43.2
No opinion	3	53166 40.3	6400 44.1	174676 38.7	234243 39.2
Disagree	4	9333 7.1	1036 7.1	26294 5.8	36663 6.1
Strongly disagree	5	1597 1.2	195 1.3	4498 1.0	6289 1.1
Column Total		131785 22.1	14507 2.4	450788 75.5	597079 100.0

Number of Missing Observations: 62179

Q33 Preventive maintenance operates poorly by
XMARINE.Constructed USMC for Navy (Cross Vari)

	Count Col Pct	Navy 1	USMC 2	Other 3	Row Total
Q33					
Strongly agree	1	7422 5.7	863 6.0	15120 3.4	23405 3.9
Agree	2	19328 14.7	1891 13.0	59226 13.2	80445 13.5
No opinion	3	64621 49.3	9107 62.8	216369 48.1	290098 48.7
Disagree	4	34086 26.0	2236 15.4	131047 29.1	167369 28.1
Strongly disagree	5	5689 4.3	405 2.8	28169 6.3	34262 5.8
Column Total		131145 22.0	14502 2.4	449932 75.5	595579 100.0

Number of Missing Observations: 63680

Q34 Leadership participates in safety activi by
XMARINE.Constructed USMC for Navy (Cross Vari)

	Count Col Pct	Navy 1	USMC 2	Other 3	Row Total
Q34					
Strongly agree	1	9996 7.6	1188 8.2	36763 8.2	47947 8.1
Agree	2	46636 35.6	4658 32.2	165533 36.8	216827 36.4
No opinion	3	62775 47.9	7295 50.4	210418 46.8	280488 47.1
Disagree	4	9500 7.2	1082 7.5	30370 6.8	40952 6.9
Strongly disagree	5	2178 1.7	260 1.8	6747 1.5	9184 1.5
Column Total		131084 22.0	14483 2.4	449831 75.6	595398 100.0

Number of Missing Observations: 63861

Q35 Safety officer has high status by XMARINE.Constructed
USMC for Navy (Cross Vari)

	Count Col Pct	Navy 1	USMC 2	Other 3	Row Total
Q35					
Strongly agree	1	9351 7.2	1248 8.6	35594 7.9	46193 7.8
Agree	2	33967 26.1	3492 24.1	135409 30.2	172868 29.2
No opinion	3	72595 55.7	8327 57.4	231782 51.7	312704 52.7

Disagree	4	11264 8.6	1133 7.8	35996 8.0	48393 8.2
Strongly disagree	5	3060 2.3	313 2.2	9446 2.1	12819 2.2
Column Total		130237 22.0	14513 2.4	448227 75.6	592977 100.0

Number of Missing Observations: 66281

Q36 Hazards not fixed quickly are ignored by
XMARINE.Constructed USMC for Navy (Cross Vari)

	Count Col Pct	Navy 1	USMC 2	Other 3	Row Total
Q36					
Strongly agree	1	2827 2.1	177 1.2	9774 2.2	12779 2.1
Agree	2	14558 11.1	1561 10.7	47062 10.4	63181 10.6
No opinion	3	54788 41.6	6379 43.7	175098 38.8	236265 39.5
Disagree	4	49931 37.9	5491 37.6	184478 40.9	239901 40.1
Strongly disagree	5	9603 7.3	988 6.8	34929 7.7	45521 7.6
Column Total		131708 22.0	14597 2.4	451341 75.5	597646 100.0

Number of Missing Observations: 61613

Q37 Personnel take part in accident invest. by
XMARINE.Constructed USMC for Navy (Cross Vari)

	Count Col Pct	Navy 1	USMC 2	Other 3	Row Total
Q37					
Strongly agree	1	8359 6.4	827 5.7	28174 6.3	37360 6.3
Agree	2	51394 39.1	4910 33.7	177457 39.4	233760 39.2
No opinion	3	63170 48.1	8265 56.8	218255 48.5	289690 48.6
Disagree	4	7014 5.3	495 3.4	22514 5.0	30023 5.0
Strongly disagree	5	1437 1.1	67 .5	3657 .8	5161 .9
Column Total		131373 22.0	14563 2.4	450057 75.5	595994 100.0

Number of Missing Observations: 63265

Q38 Training by supervisor helps job safety by
XMARINE.Constructed USMC for Navy (Cross Vari)

	Count Col Pct	Navy 1	USMC 2	Other 3	Row Total
Q38					
Strongly agree	1	8602 6.5	621 4.3	36391 8.1	45613 7.6
Agree	2	52978 40.2	5286 36.3	188532 41.8	246796 41.3
No opinion	3	58675 44.6	7526 51.7	192993 42.8	259194 43.4
Disagree	4	9750 7.4	463 3.2	28030 6.2	38243 6.4
Strongly disagree	5	1685 1.3	659 4.5	4937 1.1	7281 1.2
Column Total		131690 22.1	14554 2.4	450882 75.5	597127 100.0

Number of Missing Observations: 62131

Q39 Medical facilities are sufficient by XMARINE.Constructed
USMC for Navy (Cross Vari)

	Count Col Pct	Navy 1	USMC 2	Other 3	Row Total
Q39					

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Strongly agree	1	11264	990	37512	49766
		8.6	6.9	8.4	8.4
Agree	2	53817	5942	185333	245093
		41.2	41.3	41.4	41.3
No opinion	3	54014	6161	170940	231116
		41.3	42.8	38.1	39.0
Disagree	4	7332	1142	37887	46362
		5.6	7.9	8.5	7.8
Strongly disagree	5	4227	166	16444	20837
		3.2	1.2	3.7	3.5
Column Total		130655	14401	448116	593172
		22.0	2.4	75.5	100.0

Number of Missing Observations: 66087

Q40 Leadership ignores safety during promoti by
XMARINE.Constructed USMC for Navy (Cross Vari)

	Count Col Pct	Navy 1	USMC 2	Other 3	Row Total
Strongly agree	1	3821	609	12139	16570
		2.9	4.2	2.7	2.8
Agree	2	10594	754	37455	48803
		8.1	5.2	8.4	8.2
No opinion	3	66188	8403	218151	292741
		50.5	57.7	48.7	49.3
Disagree	4	39761	4005	139445	183212
		30.3	27.5	31.1	30.9
Strongly disagree	5	10659	801	40869	52329
		8.1	5.5	9.1	8.8
Column Total		131024	14573	448058	593655
		22.1	2.5	75.5	100.0

Number of Missing Observations: 65604

Q41 Safety officer is readily available by
XMARINE.Constructed USMC for Navy (Cross Vari)

	Count Col Pct	Navy 1	USMC 2	Other 3	Row Total
Strongly agree	1	11869	1533	45352	58754
		9.0	10.7	10.1	9.9
Agree	2	51040	5841	194358	251239
		38.9	40.7	43.3	42.2
No opinion	3	56365	6058	174043	236466
		42.9	42.2	38.7	39.8
Disagree	4	8963	828	28874	38664
		6.8	5.8	6.4	6.5
Strongly disagree	5	3003	108	6579	9690
		2.3	.8	1.5	1.6
Column Total		131239	14368	449206	594813
		22.1	2.4	75.5	100.0

Number of Missing Observations: 64445

Q42 This unit has a stable workforce by XMARINE.Constructed
USMC for Navy (Cross Vari)

	Count Col Pct	Navy 1	USMC 2	Other 3	Row Total
Strongly agree	1	6299	890	25596	32786
		4.8	6.2	5.7	5.5
Agree	2	52414	4983	172158	229555
		40.1	34.6	38.4	38.7
No opinion	3	55034	7032	193018	255084
		42.1	48.8	43.1	43.0
Disagree	4	13325	1119	47575	62019
		10.2	7.8	10.6	10.5
Strongly disagree	5	3638	390	9801	13829
		2.8	2.7	2.2	2.3
Column Total		130710	14414	448149	593273
		22.0	2.4	75.5	100.0

Number of Missing Observations: 65985

Q43 Personnel afraid to report problems by
XMARINE.Constructed USMC for Navy (Cross Vari)

	Count Col Pct	Navy 1	USMC 2	Other 3	Row Total
Strongly agree	1	2308	241	8747	11296
		1.8	1.7	1.9	1.9
Agree	2	9066	557	27994	37617
		7.0	3.9	6.2	6.3
No opinion	3	41266	4873	145758	191897
		31.7	33.8	32.5	32.3
Disagree	4	61246	6929	214973	283148
		47.0	48.1	47.9	47.7
Strongly disagree	5	16475	1798	51186	69459
		12.6	12.5	11.4	11.7
Column Total		130362	14398	448658	593418
		22.0	2.4	75.6	100.0

Number of Missing Observations: 65841

Q44 Supervisors always investigate accidents by
XMARINE.Constructed USMC for Navy (Cross Vari)

	Count Col Pct	Navy 1	USMC 2	Other 3	Row Total
Strongly agree	1	12231	1709	44932	58873
		9.3	11.8	10.0	9.9
Agree	2	56018	4252	185951	246221
		42.7	29.4	41.4	41.4
No opinion	3	55965	7105	194111	257181
		42.7	49.2	43.2	43.3
Disagree	4	5129	1242	19257	25627
		3.9	8.6	4.3	4.3
Strongly disagree	5	1855	140	4561	6557
		1.4	1.0	1.0	1.1
Column Total		131199	14448	448813	594459
		22.1	2.4	75.5	100.0

Number of Missing Observations: 64800

Q45 Environmental cond. kept at good levels by
XMARINE.Constructed USMC for Navy (Cross Vari)

	Count Col Pct	Navy 1	USMC 2	Other 3	Row Total
Strongly agree	1	9265	1076	39645	49986
		7.1	7.4	8.8	8.4
Agree	2	56061	5872	210930	272863
		42.7	40.4	47.0	45.9
No opinion	3	37531	4140	122202	163873
		28.6	28.5	27.2	27.5
Disagree	4	20661	2977	55905	79542
		15.7	20.5	12.5	13.4
Strongly disagree	5	7825	469	20309	28603
		6.0	3.2	4.5	4.8
Column Total		131343	14534	448991	594868
		22.1	2.4	75.5	100.0

Number of Missing Observations: 64391

Q46 Personnel dont use necessary PPE by XMARINE.Constructed
USMC for Navy (Cross Vari)

	Count Col Pct	Navy 1	USMC 2	Other 3	Row Total
Strongly agree	1	2417	234	8727	11379
		1.8	1.6	1.9	1.9
Agree	2	14978	860	42143	57981
		11.3	6.0	9.3	9.7
No opinion	3	58149	7235	212367	277752
		44.1	50.3	47.0	46.4
Disagree	4	45313	4919	154550	204782
		34.3	34.2	34.2	34.2

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5	11110	1137	33922	46170
Strongly disagree	8.4	7.9	7.5	7.7
Column Total	131968	14386	451709	598063
	22.1	2.4	75.5	100.0

Number of Missing Observations: 61196

Q47 Job stress is significant problem for me by
XMARINE.Constructed USMC for Navy (Cross Vari)

	Count Col Pct	Navy 1	USMC 2	Other 3	Row Total
Q47					
Strongly agree	1	2968 2.3	177 1.2	8271 1.8	11416 1.9
Agree	2	7752 5.9	800 5.5	38834 8.6	47386 8.0
No opinion	3	70929 54.4	8210 56.8	227323 50.5	306462 51.5
Disagree	4	39159 30.0	4309 29.8	142975 31.8	186443 31.3
Strongly disagree	5	9651 7.4	954 6.6	32455 7.2	43060 7.2
Column Total		130460	14449	449857	594767
		21.9	2.4	75.6	100.0

Number of Missing Observations: 64492

Q48 Leadership insists supervisor think safe by
XMARINE.Constructed USMC for Navy (Cross Vari)

	Count Col Pct	Navy 1	USMC 2	Other 3	Row Total
Q48					
Strongly agree	1	14951 11.4	1661 11.4	49138 10.9	65750 11.0
Agree	2	58560 44.5	6023 41.4	207870 46.2	272453 45.7
No opinion	3	51733 39.3	6269 43.1	174460 38.7	232463 39.0
Disagree	4	4729 3.6	289 2.0	14879 3.3	19898 3.3
Strongly disagree	5	1623 1.2	291 2.0	4075 .9	5988 1.0
Column Total		131596	14534	450422	596552
		22.1	2.4	75.5	100.0

Number of Missing Observations: 62707

Q49 Leadership sets goals-hold all accountab by
XMARINE.Constructed USMC for Navy (Cross Vari)

	Count Col Pct	Navy 1	USMC 2	Other 3	Row Total
Q49					
Strongly agree	1	9996 7.7	1395 9.6	35570 7.9	46961 7.9
Agree	2	45137 34.6	4331 29.9	156232 34.8	205699 34.7
No opinion	3	62628 48.0	7247 50.0	217478 48.5	287354 48.4
Disagree	4	10222 7.8	1057 7.3	32281 7.2	43560 7.3
Strongly disagree	5	2422 1.9	463 3.2	7007 1.6	9891 1.7
Column Total		130405	14493	448567	593465
		22.0	2.4	75.6	100.0

Number of Missing Observations: 65793

Q50 Personnel rarely dev. safety requirement by
XMARINE.Constructed USMC for Navy (Cross Vari)

	Count Col Pct	Navy 1	USMC 2	Other 3	Row Total
Q50					
Strongly agree	1	3595 2.8	319 2.2	12098 2.7	16012 2.7
Agree	2	19276 14.7	1804 12.4	67465 15.0	88544 14.9
No opinion	3	64134 49.1	7747 53.1	222544 49.5	294425 49.5
Disagree	4	37098 28.4	4170 28.6	123960 27.6	165228 27.8
Strongly disagree	5	6584 5.0	551 3.8	23592 5.2	30727 5.2
Column Total		130686	14591	449659	594936
		22.0	2.5	75.6	100.0

Number of Missing Observations: 64323

Appendix I – Acronyms

ADUSD (ESOH)	Assistant Deputy Under Secretary of Defense (Environmental Safety, and Occupational Health)
DMDC	Defense Manpower Data Center
DoD	Department of Defense
DSOC	Defense Safety Oversight Council
DUSD(R)	Deputy Under Secretary of Defense for Readiness
MACOM	Major Command (Army)
MAJCOM	Major Command (Air Force)
NCO	Non-commissioned Officer
NSC	National Safety Council
OIG	Office of Inspector General (DoD)
ORM	Operational Risk Management
OSD	Office of the Secretary of Defense
P&R	Personnel and Readiness
SecDef	Secretary of Defense
USD (P&R)	Under Secretary of Defense for Personnel and Readiness

Appendix J – Report Distribution

Office of the Secretary of Defense

Under Secretary of Defense (Policy)
Under Secretary of Defense (Personnel and Readiness)
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Department of the Army

Inspector General, Department of the Army

Department of the Navy

Naval Inspector General
Auditor General, Naval Audit Service

Department of the Air Force

Inspector General, Department of the Air Force

Joint Chiefs of Staff

Deputy Inspector General

Other Defense Organizations

Defense Security Cooperation Agency
Defense Commissary Agency
Defense Contract Audit Agency
Defense Finance and Accounting Agency
Defense Intelligence Agency
Defense Security Service
National Geospatial-Intelligence Agency
National Security Agency
Defense Advances Research Projects Agency
Defense Contract Management Agency
Defense Logistics Agency
Defense Threat Reduction Agency
Missile Defense Agency
Defense Information Systems Agency
Defense Legal Services Agency
Pentagon Force Protection Agency

Non-Defense Federal Organizations and Individuals

National Safety Council

Congressional Committees and Subcommittees, Chairman and Ranking Minority Member

Senate Committee on Appropriations
Senate Subcommittee on Defense
Senate Committee on Armed Services
Senate Committee on Governmental Affairs
Senate Judiciary Subcommittee on Technology, Terrorism, and Government Information
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House Subcommittee on Defense
House Committee on Armed Services
House Committee on Government Reform
House Committee on the Judiciary
House Subcommittee on National Security, Emerging Threats, and International Relations,
Committee on Government Reform
House Subcommittee on Technology, Information Policy, Intergovernmental Relations, and the
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